Xavier University, Patna

Institutional Development Plan (2025–2035)

Institutional Profile (Start Point – Year 0)

- The university is established (Year 0) with land acquired, administrative building constructed, statutory approvals in process or granted, initial seed funding, core leadership (Chancellor, Rector, VC, Registrar etc.) in place.
- Initial Faculties/Schools: 4-5 (e.g. Management, Computer Science, Commerce, Arts).
- Initial student intake modest but scalable.
- Regulatory environment: Governed by State Private Universities Act, needing to align with UGC, NEP 2020, NAAC, other applicable accreditation bodies.

Vision, Mission & Core Values (Immediately – Year 0-1)

- **Vision**: To be a leading private university in Bihar, excelling in interdisciplinary education, innovation, research, and societal impact.

- **Mission**:

    1. To provide quality, inclusive, outcome-based education aligned with national/global trends.

    2. To foster research, innovation, and entrepreneurship.

    3. To develop responsible citizens with ethical values and global perspective.

    4. To engage with industry, society & stakeholders for mutual benefit.

- **Core Values (based on Jesuits 6Cs)**: Academic integrity; Quality; Inclusion; Sustainability; Collaboration; Innovation

Phase-wise Plan Overview

Phase	Duration	Key Focus Areas
Phase I (Foundation / Setup & Early Growth)	Years 1-3	Establish core academic, administrative, and infrastructural capability; get regulatory compliance; build reputation; initial student & faculty recruitment; curricula design; quality assurance mechanisms.
Phase II (Expansion & Consolidation)	Years 4-6	Expand academic offerings; strengthen research; improve infrastructure; collaborations; accreditation; begin revenue diversification.
Phase III (Maturity & Excellence)	Years 7-10	Achieve high performance benchmarks (national/international accreditations, top rankings, strong research & innovation output, robust industry relevance); global presence; sustainable governance and finances.

Detailed 10-Year Development Plan

Phase I: Years 1-3 (Foundation & Early Growth)

Strategic Goal	Key Actions	Success Metrics / Targets
Academic & Curriculum Setup	• Design curricula aligned with NEP 2020, with interdisciplinary & flexible credit system (entry-exit; minor/major etc.). • Set up quality control: Board of Studies, Academic Council, defining Course Outcomes (CO), Program Outcomes (PO). •Introduce outcome-based education (OBE) pilot in a few programs.	→ All initial programs approved and compliant with regulations. → OBE pilot in ≥ 2 programs. → Student satisfaction on curriculum ≥ 80%.
Faculty Recruitment & Development	• Hire faculty with required qualifications, commitment to teaching & research. • Create Faculty Development Centre (FDC): workshops in pedagogy, ICT teaching, research writing. • Encourage PhD registration among faculty.	→ All permanent faculty have minimum qualification (as per UGC etc.). → At least 50% faculty undertake FDP in pedagogy or research. → PhD enrolment for faculty ≥ 30%.
Infrastructure & Physical Assets	• Build core academic buildings, labs, classrooms, library, ICT infrastructure. • Ensure basic student recreation, sports. • Basic administrative systems (ERP / Student Life Cycle Management).	→ Academic and admin buildings operational. → Library with sufficient print & digital resources. → Hostel capacity for a defined % of students. → ICT backbone and ERP in place.
Quality Assurance & Accreditation Preparation	• Establish IQAC (Internal Quality Assurance Cell). • Data systems for monitoring learning outcomes, placements, research output. • Plan for first NAAC accreditation / other relevant accreditations.	→ IQAC functional. → Baseline data collection done. → Application submitted for NAAC or equivalent.
Student Experience, Admissions & Governance	• Transparent admissions policies; student support services (counselling, mentoring). • Student welfare-facilities. • Good governance structures, policies (finance, HR, grievance redressal).	→ Student enrollment targets met. → Student satisfaction surveys ≥ benchmark. → Governance bodies established and functioning.

Phase II: Years 4-6 (Expansion & Consolidation)

Strategic Goal	Key Actions	Success Metrics / Targets
Program & Disciplinary Expansion	• Introduce new Departments / Faculties (e.g. Allied Health, Law, Design, Social Sciences) based on local/national needs. • More PG and doctoral programs. • More professional / vocational / skill-based courses integrated.	→ Number of programs increases by 2-3x initial. → PG/PhD enrolment target achieved (e.g. 30-40% of total). → Relevant skill/vocational courses in place.
Research, Innovation & Industry Linkages	• Establish Centres of Excellence in selected domains. • Promote research grants / external funding; seed funding internally. •Industry-academia collaborations: MoUs, joint research, internships. • Set up Incubation / Start-up cell.	→ Number of research papers published and citations rising. → External research funding ≥ set target. → Number of MoUs ≥ target; internships provided. → Startups incubated.
Infrastructure Growth & Modernization	• Expand physical campus: specialised labs, auditoriums, student accommodation, sports facilities. • Advanced ICT, smart classrooms, online / blended learning capabilities. • Green campus & sustainability initiatives (energy, water, waste).	→ Infrastructure expansion completed as per plan. → Smart classroom % above benchmark. → Sustainability targets met (e.g. % of energy from renewable etc.).
Accreditations, Rankings & Recognition	• Achieve higher grades in NAAC, subject / faculty level accredited by NBA or other bodies. • Improve visibility: apply for NIRF ranking participation; aim for good positions. • International collaborations; collaborations for faculty/student exchange.	→ NAAC A or higher. → NBA or equivalent for professional courses. → NIRF ranking achieved; international MoUs established.
Financial Sustainability & Governance	• Diversify revenue: consultancy, executive education, grants, alumni donations. • Strong financial controls, auditing, transparent budgeting. • Build effective governance bodies; policy frameworks (HR, recruitment, promotion).	→ Portion of revenue from non-tuition sources increasing (say 20-30%). → Audit reports clean. → Clear HR policies; recruitment pipelines stable.

Phase III: Years 7-10 (Maturity & Excellence)

Strategic Goal	Key Actions	Success Metrics / Targets
National & International Excellence	• Position selected departments/faculties as leaders domestically / regionally. • International accreditations / ranking • Increase international student / faculty presence.	→ Top % in national rankings. → International accreditations. → International student share ≥ benchmark (say 5-10%).
Research Leadership & Innovation Ecosystem	• Significant number of high impact publications; patents; technology transfer; commercialisation of research. • Strong industry partnerships in research; substantial consultancy work. • A robust start-up / innovation hub with measurable outcomes.	→ Publications & impact metrics high. → Patent filings/ licensing income. → Startups supported with success stories.
Alumni & Community Engagement	• Build strong alumni network for mentorship, giving back financially, brand building. • Community outreach programs; extension; social responsibility projects. • Lifelong learning / continuing education programmes.	→ Active alumni association; alumni giving as % revenue. → Number of community impact initiatives. → Continuing education enrolments.
Sustainability, Inclusivity & Ethics	• Ensure inclusion of under-represented groups; scholarships; outreach. • Green campus: sustainable operations; carbon footprint management; biodiversity etc. • Strong ethical governance: transparency; academic honesty; conflict of interest policies.	→ Diversity in student body & faculty. → Sustainability certifications or recognitions. → No major ethical lapses; good governance ratings.
Long-Term Financial Viability & Strategic Autonomy	• Endowment / corpus building; fund-raising; grants; investment income. • Efficient administrative systems; scalable processes. • Strategic planning for next 10+ years; adaptation to changing higher ed environment.	→ Endowment / corpus substantial. → Operational margins stable. → University recognized as stable, well-governed institution.

Timeline Summary

Year	Major Milestones / Deliverables
Year 1	Vision & mission adopted; statutory approvals; first academic programs launched; core faculty appointed; basic infrastructure functional; IQAC formed.
Year 2	OBE pilots; student services (mentoring, counselling) operational; library & digital resources enhanced; first accreditation preparation underway; some MoUs with industry.
Year 3	NAAC / equivalent accreditation; enrollment targets achieved; faculty development centre active; initial research output; hostel and other student amenities functional.
Year 4-5	New faculties / programs; PG / doctoral programmes launched; Centres of Excellence; revenue from non-tuition sources rising; infrastructure expansion (labs, smart classrooms etc.); sustainability initiatives begin.
Year 6	Better ranking / accreditations; strong industry partnerships; international MoUs; incubation / start-ups visible; good research grant amounts; financials more stable.
Year 7-8	International student & faculty presence increased; internationally recognized research outputs; leadership in some domains; endowment fund growing; community engagement visible.
Year 9-10	Recognized among top private universities; strong financial sustainability; established global footprint; continuous innovation; culture deeply embedded; ready for next strategic cycle.