UPES Snapshot

Location:
Dehradun
~12k TE

6 schools
Engineering
Computer Science
Law
Design
Business
Health Science

Placements
95%
100+ programs

Distance Education
~2.4K TE
7 Programs

STRENGTHS
• Legacy of 17 years
• Strategic industry tie-ups (IBM, Cisco, L&T)
• Strong student outcomes

WEAKNESSES
• Internationality - Faculty and students in campus

OPPORTUNITIES
• Diversification
• Online Education

THREATS
• Aggressive competition
• Slow down in engineering
UPES has Developed Strong Online Capabilities

Enrolments have grown ~5x over 2015-18 to more than 2,500 students

Existing Offerings

► Offers accredited courses and short duration certifications in high growth sectors such as Energy, Aviation, Logistics & Supply Chain, Oil & Gas etc.
► Industry leading program delivery:
  ► **Flexible Self Learning** – Anytime Anywhere: E-learning content in the form of e-books, videos, reference material, industry updates, assignments, quizzes via Blackboard Learn; Access it on flat device from anywhere
  ► **Live Classes**: Expert faculty and industry professional led lectures to teach key concepts, discuss practical examples, solve case studies and answer queries of students over online medium
► Students have an opportunity to earn additional industry partner / sector skills / global accreditation body certificate for achieving superior employment opportunity

Reasons for Success

1. **Established UPES brand**
   ► Extended UPES brand in online segment
   ► Tapped into UPES industry partnerships and academic alliances

2. **Product Development Capabilities**
   ► Built online products from existing and external content: Rich academic content already in place
   ► Leveraged UPES core strength verticals - Engineering, Law, Business and Design to launch new programs

3. **People Capabilities**
   ► Existing academic and operations teams with strong digital platform knowledge

4. **State of the Art Technology**
   ► Robust LMS (Blackboard), strong CRM (MS Dynamics) and analytics platform (SAP HANA)
   ► Additional supporting technology for student experience and engagement such as 24x7 support system and peers/faculties networking
Vision
To be an Institution of Global standing for developing professionally competent talent contributing to nation building.

Mission
- Develop industry-focused professionals with an international outlook
- Foster effective outcome-based education system to continually improve teaching-learning and research
- Inculcate integrative thought process among students to instill lifelong learning
- Create global knowledge eco-system through training, research & development and consultancy
- Practice and promote high standards of professional ethics and develop harmonious relationship with environment and society
To be an Institution of Global standing for developing professionally competent talent contributing to nation building

### UNIVERSITY STRATEGIC PLAN 2018-2022

<table>
<thead>
<tr>
<th>Ranking &amp; Accreditation</th>
<th>Academic Excellence</th>
<th>Faculty Recruitment and Retention</th>
<th>Research &amp; Consultancy</th>
<th>Students Outcome</th>
<th>Outreach &amp; Inclusivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institute of Eminence by 2023</td>
<td>Charter Expansion- Humanities, Health Science, Agriculture, Media, Liberal Arts</td>
<td>Faculty Climate survey</td>
<td>Multi Disciplinary Research</td>
<td>Median Salary: 6 Lacs by 2021</td>
<td>• 5% students to be International-750 full time students, 250 exchange students incoming and outgoing</td>
</tr>
<tr>
<td>• NAAC</td>
<td>• Introduction of Multi-Disciplinary programs</td>
<td>• Strengthening Principles of Engagement</td>
<td>• Strong Research Advisory Committee</td>
<td>• Raise gender ratio from 75:25 to 60: 40</td>
<td></td>
</tr>
<tr>
<td>a) A+ by 2019-20- General</td>
<td>• Market Relevant and futuristic skill-based courses</td>
<td>• Women on Leadership roles</td>
<td>• Research on National Priorities, having large social impact</td>
<td>• 25% Scholarship to girl students by 2020</td>
<td></td>
</tr>
<tr>
<td>b) Mode University Manual</td>
<td>• Pedagogical Innovation- Use of Technology- Hybrid Learning</td>
<td>• Internal job postings and promotion</td>
<td>• Support to students for higher studies – through EDGE</td>
<td>• Strengthening CSR</td>
<td></td>
</tr>
<tr>
<td>c) A+ by 2020-21-Dual Mode</td>
<td>• Centre for Continuing Education- target 2000 to 5000 working professionals</td>
<td>• Industry Immersion for Faculty</td>
<td>• International exposure- student and faculty mobility</td>
<td>• Adopting nearby villages</td>
<td></td>
</tr>
<tr>
<td>d) University Manual</td>
<td>• Industry School Advisory Board</td>
<td>• Development Initiatives for High Potential employees</td>
<td>• Maximise student satisfaction- positive net promoter score</td>
<td>• Scholarship for girls</td>
<td></td>
</tr>
<tr>
<td>• NIRF</td>
<td>• Top level Academic and International Collaboration for schools</td>
<td>• Great Place to work certification</td>
<td>• 100% connect with Alumni by 2021</td>
<td>• Woman Leadership Program from Classroom to Boardroom</td>
<td></td>
</tr>
<tr>
<td>a) Target 2019 –</td>
<td>• Strengthening OBE philosophy</td>
<td>• Student Faculty Ratio- 1:18</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 175 University</td>
<td>• Internal Quality Assurance Framework</td>
<td>• Hiring International Faculty- 30 Faculty to be recruited by December 2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 150 Engineering</td>
<td></td>
<td>• Hiring Research Faculty- 25 Faculty to be recruited by December 2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 75 Business</td>
<td></td>
<td>• Cadre ratio as per the statutory requirement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Target 2020 –</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 150 University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 100 Engineering</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 50 Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Target 2021 –</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 125 University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 75 Engineering</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Top 40 Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• QS Rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Star rating by 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-Star rating by 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• NBA accreditation - all eligible programs by 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• UGC 12(b) by 2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• International accreditations - All eligible programs by 2023</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Ranking & Accreditation
**Focus on Academic Quality**

<table>
<thead>
<tr>
<th>WHY?</th>
<th>2019</th>
<th>2020</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+ ranking will be mandatory for running and distance and online programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High rating translates to higher autonomy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher acceptance for institutions appearing on govt-sponsored rankings (see NIRF below)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NAAC**
- 2019: 'A+' - General Mode
- 2020: 'A+' - General Mode
- 2022: 'A+' - Dual Mode

**NIRF**
- 2019: 150-20
- 2020: 125-150
- 2022: 100-125

**NBA**
- 2019: 2 programs
- 2020: 12 programs
- 2022: All eligible programs

**QS Star**
- 2019: ***
- 2020: ****
- 2022: *****

**Institute of Eminence**
- 2019: -
- 2020: -
- 2022: Apply in Academic Calendar 2021-2022

**UGC 12 B**
- 2019: -
- 2020: Apply in Academic calendar 2021-22
- 2022: -
**Strategy for Accreditations**

**Faculty Recruitment**
- To improve SFR – 1:18
  - All recruitments to be PhD
  - 25 Research Faculty
  - 30 International Faculty

**Research, Consultancy and Projects**
- Publications @2 each Faculty
- 50 DRF’s to be recruited
- 100 lakh research funding every quarter
- 100 Patents to be published by 2020
- 200 Patents to be published by 2021

**Graduation Outcomes**
- Placement Score to be driven from 72% to 80%
- Median salary
  - To be increased from 4 Lac in 2019 to… 5 Lac in 2020 and 6 Lac in 2021

**Outreach and Inclusivity**
- 5% students to be International
  - 750 full time international students
  - 250 exchange students incoming and outgoing respectively
- Women Diversity
  - Gender ratio to be raised from 75:25 to 60:40.
  - Scholarship to girl student

**Perception and Thought Leadership**
- Connect with all external stakeholders like Employers and Research Investors, Academic Peers
  - Publication of Quarterly Magazine “Connect”
  - RISE- Teachers of 21st Century
  - Confluence- An event on thought Leadership
- University website
- Presence on Social Network
Strategy for QS Star Ratings

4 Star - 2020

- At least 75 academic referees OR
- At least 2 citations per faculty member
- At least 2% of international students and 2% International Faculty
- FSR - 1:18
- Achieve campus employer presence of 300+
- Achieve 15 International collaborations yielding publication in Scopus
- Achieve 15% Teaching and research assistantships among participating students

Points required > 550/1000

5 Star - 2022

- At least 150 academic referees OR
- 3 citations per faculty member
- At least 5% international faculty
- At least 5% international students
- At least 85 points in the Employability category
- FSR - 1:10
- Participate in Employer reputation survey
- Achieve 40 International collaborations yielding publication in Scopus
- Achieve 30% Teaching and research assistantships among participating students

Points required > 700/1000
School of Smart Agriculture

Convergence of Tech with Agriculture to create a new offering

Rationale

- World food demand likely to double by 2050.
- India would be able to meet only 59% of its total food demand by 2030.
- Food processing is emerging as a ‘Sunrise Industry’ and is one of the focus sectors of the ‘Make in India’ initiative. A *high - growth, high - profit sector with huge skill gap* in areas such as food processing, food safety, logistics, Agri business etc.
- Economists point out that it can be a gold mine for young entrepreneurs.

How we will go about it

- Leverage existing UPES resources for Technology edge
- Explore collaboration with Uttarakhand government
- Leverage incubation cell to tap into vibrant agri-tech space
- Connect with **Israel to be explored**
- Investment into Capex: land, infrastructure & equipment
- Set up strong advisory board with ICAR members
School of Modern Media
Technology driven new-age media school

Rationale

- Indian Media & Entertainment (M&E) industry is a **sunrise sector** and is expected to grow at 13.10% CAGR to touch US$ 39.68 billion by FY23
- India's media consumption has grown at 9% CAGR during 2012-18, almost **nine times that of US and two times that of China**.
- Industry provides **employment to 3.5-4 million people**, including both direct and indirect employment in CY 2017.

How we will go about it

- **Entertainment++ [New-age]**
- **Digital the way forward**
- Set up strong advisory board with active media professionals
- Build infrastructure more attuned to the reality of the media industry – digital, smartphone-based
- **Exploring Impactful Partnerships** – Iconic face, MESC, Media house
School of Health Sciences

Largest opportunity for growth

Rationale

- Indian healthcare sector is expected to reach US$ 372 billion by 2022.
- The sector is expected to generate 40 million jobs in India by 2030.
- The government aims to develop India as a global healthcare hub.
- Creation of new drug testing laboratories and further strengthening of the 31 existing state laboratories.
- Clinical Research is the next big boom in India’s ever expanding pharmaceutical industry (10% y-o-y growth US$ 18.12 billion in 2018)

How we will go about it

- Leverage of existing SoHS infrastructure.
- Industry and Academic Alliance to be explored
- Explore alliance with a local hospital as part of requirements
- Set up industry advisory board
Alliances and Partnership Pipeline
Strong industry academia collaboration throughout program delivery

Key objectives of industry academia partnership

- Contemporizes curricula
- Upskilling of UPES faculty
- Empower enrolment pitch
- Strong branding of individual program/vertical

Delivered through three models

1. Industry Run Elective
   - 3 credit program in the final year

2. Specialization Program
   - 30-40 credit program over the final two years

3. Co-branded Program
   - Entire core curriculum for the program/vertical

Supported by unique ways of collaboration between the industry and UPES

Co-Design
- Content development by faculty of UPES and Subject Matter Expert (SME) of Partner
- Identify gaps in the curriculum in consultation with the partner
- Design and incorporate the industry modules in the curriculum

Co-Deliver
- Module to be delivered by faculty and SME of Partner
- Plan the delivery pedagogy: Lectures plus site visits
- UPES faculty trained by Partner

Co-Certify
- Co-branded certificate to be awarded after successful execution & completion
- Program to be certified as “in academic collaboration with”

Note: Leading media house refers to DNA.
International Faculty Mobility Key Collaborations
Strategic Partnerships

Opportunity to improve rankings and create competitive advantage - ***** QS by 2022

Build robust international network
- Partner with only QS top 200 ranked institutes - Purdue, Duke, Ulaw,
- Strategic Partner for new schools – Coventry, CESPU
- Focus on quality systems | co-branded modules | research projects

Existing Partnerships with Stamford, Bilgi, UCR, UOO-France
56 existing MOUs

Target of 750 NE-International students in 2020
- Student mobility inbound & outbound ~ 125 each
- Create Infrastructure & ecosystem to support Inbound International students

Recruit distinguished professors from A-list institutes
- 5% International Faculty*

International Faculty
A platform for global learning
To be offered in the form of
• Blended in existing courses
• Open Electives/ Open Labs
• Self development
• Faculty & staff development
• Alumni support: offered as part of few initiatives

3,600 courses
Certificates awarded upon completion

200 University and industry partners
World-renowned faculty
Verified, university-branded
EDGE

EMPLOYABILITY
• Identification of student's potential
• Working as a platform for bridging the gap between students and corporate.
• Training / Assessment / Aptitude / Soft Skills / Guest Lectures / Industry and Alumni Interaction

EXAM PATHWAYS
• Encouraging students to opt for higher education to contribute in nations knowledge pool
• On campus facility for coaching by the leaders in market.

ENTREPRENEURSHIP
• Interlink for the enthusiastic talent
  To prepare them to explore new horizons in form of their own ventures
• Suggest / Support / Sponsor
Faculty Recruitment and Retention Strategies

**Recruitment**
- Fair and transparent (Equal Opportunity employer)
- Participative Management
- Meritocracy

**Engagement**
- Climate Survey
- UPES Group Health Policy
- Maternity and Paternity Benefits
- Emergency Loan provision

**Performance Enablement & Career Progression**
- Robust performance appraisal system
- Abhigyaat- Faculty Internship
- Internal Job Postings
- Training/ FDP requirements - Development Programs for all
- Customized leadership Development programs.
- Women Empowerment and inclusivity
THANK YOU