Draft



Institutional Development Plan 2024-2029

Kerala University of Fisheries and Ocean Studies (KUFOS)

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About KUFOS

The Kerala University of Fisheries and Ocean Studies (KUFOS), established on November 20, 2010, is India's first university dedicated to fisheries and ocean studies. Situated in Panangad, just 12 km from Kochi, KUFOS serves as a hub for advanced education in fisheries, ocean sciences, and related fields. The university operates from a 62-acre main campus at Panangad and manages a 50-acre brackish water and marine aquaculture research facility at Puduvype.

KUFOS was created through an Act of the Kerala State Legislative Assembly by separating the College of Fisheries from Kerala Agricultural University. It began functioning on April 1, 2011, with a mission to develop skilled manpower and promote systematic education, research, and extension activities in fisheries and ocean sciences. As the premier institution in Kerala for these disciplines, KUFOS focuses on fostering sustainable development through education and technology.

The university strives to deliver world-class education, emphasizing research-driven learning and impactful extension activities. With highly qualified faculty, state-of-the-art infrastructure, and collaborations with renowned national and international institutions, KUFOS equips students with the skills required to become experts in their fields. The university also addresses challenges faced by stakeholders through timely interventions, including advisories, capacity-building initiatives, and technical support.

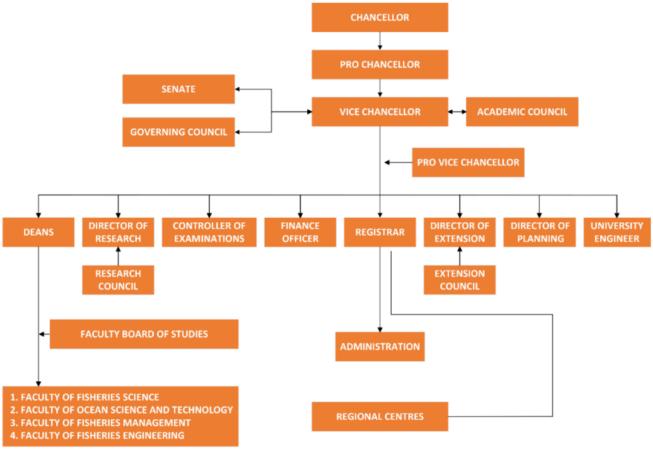
To meet the growing demands of fisheries, aquaculture, and marine industries, KUFOS offers a range of academic and research programs aligned with state and national priorities. These include two undergraduate and 27 specialized postgraduate courses, which aim to produce a pool of professionals and innovators. Research outcomes from KUFOS have successfully translated into practical technologies for grassroots application, reinforcing its role as a Center of Excellence in fisheries and ocean studies.







Organizational chart



1.1 Vision

Our vision is to serve as a flagship university of higher learning through demonstrated and growing excellence in teaching, research, extension, scholarship and creative work in fisheries and ocean studies, comparable with global standards that will benefit the country and the world at large. As the nation marches towards the dream of 'Viksit Bharat' by 2047, the role of fisheries and ocean studies under the purview of the concept of 'Blue Economy' plays a significant role not only in ensuring food and nutritional security by augmenting production of animal protein, but also in the global economy by providing employment, income and foreign exchange earnings. To achieve this mission, the University has set specific goals which includes furthering the advancement in learning, and conducting research in fisheries, ocean studies and allied subjects; imparting high quality education in these areas; formulating new courses and curriculum in fisheries and ocean studies sector in accordance with the technical advancements in the respective fields; act as a nodal agency to establish relationship with institutions and universities functioning at national and international levels; transform in to a centre of excellence having leading role for HRD in fisheries and ocean studies, and finally to foster and encourage entrepreneurship in fisheries and ocean studies. It is against this backdrop that the Kerala University of Fisheries and Ocean Studies is relentlessly furthering its vision to serve as flagship University for producing professionally and technically competent manpower with high level of entrepreneurship and employment





1.2 Mission

- To produce professionally and technically competent manpower in fisheries and ocean studies to cater the needs of the fast-developing sector.
- Develop entrepreneurship among the fisheries graduates by imparting hands-on training and give opportunities to develop management skills through Fisheries Work Experience Programme.
- Undertake research and extension activities in the field of fisheries and ocean studies by undertaking research in frontier areas and by promoting interdisciplinary/ interdepartmental/inter-institutional cooperation.
- Provide employment opportunities, especially for fishers by imparting trainings on modern techniques of fishing, primary handing, preservation, production of value-added fishery products, ornamental fish culture, hatchery production of seeds of various cultivable fin and shell fishes and their farming.
- Provide consultancy services so as to put into practice the technologies developed among the entrepreneurs and generate income for the institution. Achieve the mission and goals laid down by the University.
- ◆ Develop infrastructure facilities and inter-institutional co-operative programmes in order to make the campus the nucleus of the fisheries and ocean studies in the world.



1.3 Values

- Excellence in Education and Research
- Innovation and Technical Advancement
- Entrepreneurship and Skill Development
- Interdisciplinary Collaboration
- Sustainability and Blue Economy
- Community Empowerment
- Global Competitiveness
- Food and Nutritional Security
- Knowledge Sharing and Extension
- Ethics and Social Responsibility





1.4 Strategy statement

1.4.1 KUFOS differentiates itself through:

Focus on the Blue Economy and Global Impact

KUFOS uniquely positions itself as a pioneer in integrating the principles of the Blue Economy into education and research, emphasizing sustainable practices that contribute to food security, employment, and foreign exchange earnings at both national and global levels.

Specialized Training and Entrepreneurship Development

The university stands out by offering hands-on training programs such as the Fisheries Work Experience Programme, which focuses on building entrepreneurial skills, fostering self-reliance, and enabling graduates to create employment opportunities in the fisheries sector.

Comprehensive Industry-Oriented Curriculum

KUFOS continually updates its courses and curriculum to reflect the latest technological advancements and industry needs in fisheries and ocean studies, ensuring its graduates are professionally and technically competent.

Community-Centric Approach

Unlike many institutions, KUFOS emphasizes empowering fishing communities by providing training in modern techniques, value addition, and sustainable practices, thereby directly benefiting local economies and enhancing livelihoods.

Global Collaboration and Infrastructure Development

With a mission to become a global hub for fisheries and ocean studies, KUFOS fosters collaborations with national and international institutions and continually enhances its infrastructure to support cutting-edge research and education.





	SWOC Matr	ix for KUFO	S
 Strength Focus on a Unique Nich Comprehensive Approach Alignment with National Skilled Faculty and Infrational Interdisciplinary Focus Strong Extension Progra 	e ch I Vision ıstructure	 Outreach Curricul 	Weakness Challenges Barriers um Rigidities e Constraints
7. Global Outlook	1115		
Opportunities	Opportunity-S	Strength	Opportunity-Weakness
1. Growing Blue Economy	Strateg		Strategies
2. Policy Support	1. Leverage Exp		1. Secure External Funding to
3. International	Lead Blue Eco		Overcome Resource
Collaboration	Initiatives		Constraints
4. Entrepreneurship	2. Expand Interd		2. Develop Outreach Programs to
Development	Research in E	merging	Increase Visibility
5. Skilled Workforce	Technologies		3. Invest in Curriculum
Demand	3. Promote Entre		Modernization through
6. Tech Integration	through Specia		Collaborations
7. Consultancy and Income	Training Programmer 4. Foster Global	rams	4. Enhance Dissemination of
Generation	Collaborations	e for	Research Outputs
	Academic Exc		5. Strengthen Faculty
	5. Enhance Com		Development Programs
	Impact through	•	
	Services		
Challenges	Challenge-S	trength	Challenge-Weakness Strategies
1. Climate Change	Strateg	ies	1. Strengthen Resource
2. Competitor Growth	_	xpertise to	Mobilization to Address
3. Stakeholder	Address Clim	nate Change	Funding and Infrastructure
Engagement	Impacts		Gaps
4. Retention of Talent	2. Position as	a Leading	2. Build Adaptive Curriculum
5. Technology Transfer	Institution	Amid	to Stay Ahead of
Hurdles Francois Pressures	Competition 3. Enhance	Stakeholder	Competition
6. Economic Pressures	Trust through		3. Enhance Visibility to Compete with Established
	Excellence	LAtension	Institutions
	4. Bridge	Technology	4. Develop Stakeholder-
		aps with	Oriented Extension Models
	Targeted Initia		5. Focus on Talent
	5. Attract and R		Development to Overcome
	with Strat	egic HR	Resource Constraints
	Initiatives		





2.1 Strategic Objectives 2024-2029

- Be acknowledged as one among the Most Highly Respected University focused on Teaching, Learning and Research by 2029
- Sustain and Enhance Excellence in Scholarship, Research, and Social Impact.
- Expand the diversity and global footprint by having students from around the globe enrolling in KUFOS University's programs.
- To create a sustainable, world-class, infrastructure that creates an effective learning environment.

2.2 Goals

1. Achieve National and Global Recognition for Excellence

- Strive to be among the top 10 universities in India as per the NIRF ranking and secure an A++ grade in NAAC accreditation by 2029.
- Attain recognition as a global leader in fisheries and ocean studies, aligned with India's vision of 'Viksit Bharat' by 2047, contributing significantly to the Blue Economy.

2. Foster an Inclusive and Holistic Academic Culture

- Establish a robust academic environment with an optimal student-faculty ratio (1:10), a skill-based and interdisciplinary curriculum, and a 100% PhD-qualified faculty.
- Prioritize experiential and outcome-based learning through cutting-edge teaching methods and comprehensive Fisheries Work Experience Programs.

3. Promote Diversity and Internationalization

- Attract students from diverse backgrounds, ensuring a diversity ratio >30% of total intake, and target a global student mix of >5% per program.
- Enhance faculty diversity by recruiting and retaining top talents from across India and globally, contributing to interdisciplinary research and innovation.





4. Develop as a Research and Innovation Hub

- Position KUFOS as a center of excellence in research, focusing on the creation and dissemination of knowledge in fisheries, ocean studies, and allied sciences.
 - Set a target of at least 36 doctoral candidates per department.
 - Ensure high-quality research output, with a goal of 5 impactful publications per faculty member annually.
 - Emphasize innovation through the development of patents and intellectual property in fisheries and ocean technology.

5. Expand Outreach and Community Engagement

- Extend outreach programs to cover all of South India, contributing to Sustainable Development Goals (SDGs) and promoting Corporate Social Responsibility (CSR).
 - Double the scale of current outreach operations and externally funded projects within the next five years.
 - Engage with local communities, fishers, and stakeholders through training in modern fishing techniques, value-added products, and entrepreneurship.

6. Increase Student Intake in Alignment with NEP 2020

- Scale student intake to > 3000 annually by 2029, as envisioned in NEP 2020, through strategic establishment of new affiliated collages and inception of new courses.
- Support this growth by developing state-of-the-art infrastructure, leveraging innovative financial plans, and enhancing learning resources.

7. Build a Strong and Recognizable Brand

- ☼ Establish KUFOS as a premier educational institution in India by investing in branding, promoting excellence and values inherent in its vision.
- Execute strategic marketing campaigns to enhance the KUFOS brand's awareness and credibility in key domestic and international markets over the next five years.

These goals integrate KUFOS's mission of fostering technical excellence and aligns with NEP 2020's emphasis on access, equity, and quality in education while supporting India's sustainable development agenda.





Action Plan to Realize Strategic Goals

GOAL1: By 2029, KUFOS aims to secure a position among the top 10 universities in India as per the NIRF rankings and achieve the highest ranking in the NAAC accreditation framework. This pursuit reflects the university's commitment to excellence in teaching, research, and outreach, aligning with its vision of becoming a global leader in fisheries and ocean studies.

In line with NEP 2020, KUFOS will strive to function as a large-scale, research- and learning-focused institution. With a dual emphasis on high-quality teaching and translational research, KUFOS seeks to transform into one of the most impactful universities in the nation.

NIRF and NAAC rankings prioritize key parameters such as teaching quality, research output, student success, governance, outreach programs, and public perception. Attaining these standards necessitates a robust and adaptive action plan that integrates with the broader Institutional Development Plan (IDP) for 2024–2029.

Action Plan for Achieving Goal 1

Governance and Administrative Excellence

Enhance Administrative Processes and E-Governance:

- Benchmark with world-class universities.
- Establish an active governing body comprising eminent academicians and industry leaders.
- Appoint strong leadership for daily administration and ensure proper succession planning.
- Develop transparent administrative policies and promote ownership at all levels.
- Encourage diversity in leadership and equitable gender representation in key roles.
- Task the governing council with overseeing the realization of strategic goals.

Empower Departmental Leadership:

- Strengthen the roles of Heads of Departments (HoDs) and Deans through clear delegation and authority.
- Appoint experienced and competent personnel to critical positions through transparent recruitment and Career Advancement Schemes (CAS).

Financial Strengthening

Diversify Financial Resources:

Tap into various funding sources, including University Corpus, treasury operations, consultancy services, UGC/AICTE/ICAR grants, alumni contributions, and competitive research funding.





Global Collaboration and Outreach

Expand International Relations:

- Strengthen existing MoUs with global institutions and establish new partnerships with reputed universities.
- Develop a dedicated Office of International Relations with enhanced manpower and resources.
- Increase the number of global linkages over the next decade, prioritizing partnerships with prestigious institutions.
- Develop metrics to evaluate the success of collaborations, focusing on faculty and student exchanges.

Leverage Global Linkages:

- Encourage departments to identify specific areas where international collaborations can create value.
- Promote knowledge exchange through intensive interaction with global partners.

Alignment with IDP Goals

Foster a Unified Vision:

Integrate this goal with the other objectives of the Institutional Development Plan (IDP), ensuring a holistic approach to institutional growth.

Through these measures, KUFOS will lay the foundation for achieving excellence in teaching, research, and governance, thereby realizing its vision of becoming a flagship university in fisheries and ocean studies





GOAL 2: KUFOS is committed to fostering a strong academic culture characterized by a favorable student-to-faculty ratio (1:10), world-class learning resources, a skill- and attribute-based curriculum, and a highly qualified faculty (100% PhD holders by 2029).

Strategy 2.1: Enhance the Student Experience

To create a transformative educational environment, KUFOS will focus on pedagogical innovation, immersive learning, and a student-centric approach.

Actions:

Develop Graduate Attributes:

- Establish key competencies like leadership, teamwork, communication, and social sensitivity.
- Encourage participation in extracurricular activities and intercollegiate competitions to nurture these skills.
- Incorporate Graduate Attributes into outcome-based learning frameworks across all faculties.

Promote Diversity:

Build a diverse community of students, faculty, and staff to provide a cosmopolitan experience and foster holistic learning.

Mentorship Programs:

- Enhance faculty-student engagement through structured mentoring programs.
- Train faculty members to become effective mentors, enriching students' academic and personal growth.

Innovative Teaching Methods:

- Implement immersive learning pedagogy, with at least 50% of teaching delivered through student-centric methods.
- Leverage interactive methodologies, tools, and technologies to enhance the learning experience.

Business Incubation:

Expand the existing business incubation center to support institutional startups, targeting 50 startups in the next five years.

Competency Analytics:

Establish an Assessment and Development Centre to measure and improve student learning outcomes, competency, and satisfaction.





Strategy 2.2: Attract, Retain, and Develop Outstanding Faculty

KUFOS recognizes the pivotal role of faculty in achieving academic excellence and aims to create a high-caliber pool of multidisciplinary educators with strong teaching and research capabilities.

Actions:

Faculty Size and Quality:

Ensure adequate faculty resources across departments, aligned with NEP 2020's emphasis on scale and interdisciplinarity.

Faculty Recruitment and Diversity:

Recruit faculty with research aptitude and broaden diversity in terms of gender and geography.

Doctoral Qualifications:

Ensure all faculty members possess a PhD by 2029, supporting existing faculty in completing their doctoral degrees.

Funding for Faculty Resources:

Develop consultancy and training divisions to generate additional resources for faculty recruitment and development.

Strategy 2.3: Harness Technology for Teaching and Learning

KUFOS aims to integrate advanced digital tools and technologies to enhance teaching, learning, and research while fostering innovation and collaboration.

Actions:

Leverage Technology:

Strengthen the existing Learning Management System (LMS) to deliver robust educational resources.

Expand MOOCs:

Introduce additional MOOCs (Massive Open Online Courses), encouraging every faculty to offer at least one course over the next five years.

IT Infrastructure:

Build a cutting-edge IT platform to support collaborative research and learning.





Strategy 2.4: Develop Highly Relevant Curricula

KUFOS will prioritize developing and maintaining course curricula that emphasize learning outcomes, ensuring students receive a world-class education tailored to modern needs.

Actions:

- Define Graduate Attributes:
 - Establish competencies for each program and map them to course learning outcomes.
- Standardized Assessment:
 - Implement transparent and robust assessments for evaluating student learning outcomes.
- Feedback Mechanism:
 - Provide students with feedback on their performance and take corrective actions to address weaker outcomes.

Through these strategies, KUFOS seeks to transform into an institution renowned for its academic culture, exceptional teaching methods, and cutting-edge research, ultimately producing graduates who excel in their fields.

GOAL 3: KUFOS aspires to establish itself as a premier international hub for higher education by attracting a diverse student body and faculty from across the country and the globe. The university aims for over 30% diversity in student intake within India and targets international students to make up at least 5% of total program enrolment. Faculty diversity will also be prioritized to ensure a vibrant, inclusive, and globally relevant academic environment.

KUFOS recognizes that building such an ecosystem requires sustained effort, investment, and strategic partnerships. Over the past decade, significant progress has been made in fostering global collaborations, laying a strong foundation for future growth.

Strategy 3.1: Enhance Student and Faculty Diversity

In alignment with NEP 2020's vision for large-scale multidisciplinary institutions, KUFOS will prioritize creating a diverse academic community. Diversity will enrich the teaching and learning experience, providing broader perspectives and fostering cultural exchange.

Actions:

Diversity Goals:

- Set department-specific targets for achieving 30% diversity in student enrollment across all programs.
- Incorporate gender and geographic diversity goals for faculty recruitment.

Supportive Infrastructure:

Develop infrastructure to ease the integration of diverse students and faculty, including culturally inclusive dining options and accommodations for relocating faculty.

Diversity Monitoring:

Make diversity a key pillar in departmental strategic plans and monitor progress regularly.

Strategy 3.2: Increase Global Enrollments

KUFOS aims to attract at least 5% of its students from outside India, making the institution a truly global educational destination.

Actions:

Regulatory Approvals:

Invest resources in obtaining necessary regulatory approvals to facilitate international admissions.

Global Accreditations:

Encourage departments to pursue world-class accreditations to build brand equity internationally.

International Infrastructure:

Enhance facilities and resources to support the needs of international students and foster a welcoming environment.





Strategy 3.3: Develop Globally Relevant Courses

To attract international students, KUFOS will focus on offering globally competitive academic programs.

Actions:

Specialized Courses:

- Design short-term and long-term courses tailored for international students.
- Promote these programs through partner universities to drive global enrollment.

Faculty Training:

Provide faculty with training to develop skills and teaching methods suitable for an internationally diverse classroom.

Strategy 3.4: Attract and Retain International Faculty

Creating a globally competent faculty is essential for achieving KUFOS's vision of becoming an international hub for higher education.

Actions:

International Recruitment:

Recruit international faculty for visiting or permanent roles to bring diverse perspectives to the academic ecosystem.

Welcoming Environment:

Develop infrastructure and support systems to help international faculty feel at home at KUFOS.

Faculty Development:

Encourage current faculty to enhance their competencies to meet the standards of globally recognized institutions through training and international exposure.

By implementing these strategies, KUFOS will cultivate an inclusive and diverse academic community, strengthening its position as a leading institution for global education and research.





Goal 4: Establishing KUFOS as a Center of Excellence in Research and Knowledge Dissemination

KUFOS aspires to become a leading center of excellence in research and knowledge creation, with a dual focus on academic and industry impact. Faculty and departments will be empowered to contribute to their respective fields through high-quality research, publications, and innovation, establishing each as a center of excellence in its domain.

Targets:

- **Doctoral Candidates:** Each department aims to enroll at least 36 doctoral candidates.
- Research Output: Achieve a minimum of five peer-reviewed publications per faculty member annually.
- Innovation and Patents: Strengthen efforts toward creating patents and intellectual property in basic and applied sciences.

Strategies and Actions

Strategy 4.1: Develop and Upgrade Centers of Excellence in Research

Actions:

- **Existing Centers:** Enhance infrastructure and research capabilities of the five existing centers of excellence at KUFOS.
- **Identifying Potential Departments:** Support departments with high potential for world-class research by providing resources, mentorship, and monitoring mechanisms.
- Research Budget: Allocate a research budget exceeding ₹1 crore for each department, overseen by a faculty-specific research committee.
- **Faculty Development:** Focus on recruiting and retaining faculty with strong research aptitude and provide mentorship to early-stage researchers.

Strategy 4.2: Foster a Culture of Research and Strengthen Management Systems

Actions:

- Research as Priority: Integrate research and publication as key performance metrics for faculty members, aligning with the National Education Policy (NEP) emphasis on interdisciplinary research.
- Training and Mentorship: Provide adequate training and mentorship to faculty to enhance research skills.
- **Research-Based Pedagogy:** Introduce research-oriented activities like dissertations, projects, and internships for students to foster publication opportunities.
- **Publication Goals:** Ensure each department achieves at least five peer-reviewed publications annually per faculty member.





Strategy 4.3: Enhance Financial Support for Research and Development

Actions:

- **Funding Opportunities:** Encourage faculty to seek funding from AICTE, UGC, Government of India, and other agencies, with administrative support from KUFOS.
- **Dedicated Research Budget:** Allocate ₹10 crore specifically for research initiatives, monitored by a research committee for effective utilization.
- **Library Development:** Invest in upgrading the KUFOS library with enhanced physical and digital resources to support research activities.
- Journals and Publications:
 - Foster inter- and intra-departmental research collaborations.
 - Develop multiple faculty-specific journals adhering to international standards.
 - Strengthen KUFOS journals by building a robust editorial team and implementing effective marketing strategies.

Strategy 4.4: Promote Globally Relevant Collaborative Research Projects

Actions:

- Global Partnerships: Leverage existing partnerships with 24 international universities to encourage collaborative research.
- **Research Projects:** Require each faculty/department to initiate at least one collaborative research project annually with a partner university over the next five years.

By implementing these strategies, KUFOS aims to position itself as a globally recognized institution, excelling in research and innovation while driving academic and industrial advancements.





Goal 5: Expanding KUFOS' Outreach Programs Nationwide

KUFOS aims to significantly scale up its outreach initiatives across India during the strategic plan period, focusing on sustainable development and maximizing societal impact.

Targets:

- **Center of Excellence:** Establish KUFOS as a leading institution in advancing Sustainable Development Goals (SDGs).
- **Expanded Reach:** Double the scale of current outreach programs, extending them to diverse regions and societal groups over the next five years.
- Increased Funding: Double the number of externally funded outreach projects within the same timeframe.

Strategy 5.5: Strengthen Outreach Activities to Engage Diverse Stakeholders

KUFOS envisions academic research as a tool to benefit a broad spectrum of stakeholders, including students, the industry, and the fishing community.

Actions:

Action-Oriented Research:

- Encourage research projects with tangible societal impacts, focusing on areas that can drive maximum benefit for communities.
- Promote collaboration between researchers and live labs to identify and execute impactful projects.

Industry Collaboration:

- Facilitate partnerships between management programs and industry to identify and address real-world challenges through research.
- Disseminate research outcomes via conferences, workshops, and extension activities to ensure practical application.

Professionalizing Outreach Initiatives:

- Transform **KUFOS Outreach** into a nationally recognized professional NGO by expanding its scope and scale.
- Strengthen KUFOS Transcend by developing robust infrastructure and ensuring both initiatives become self-sustaining through fundraising efforts and participation in government programs.

By implementing these strategies, KUFOS aims to extend its impact, making research and outreach a cornerstone of its contribution to society while aligning with national and global development goals.





Goal 6: Expanding Student Enrollment in Line with NEP 2020

KUFOS aims to significantly increase student intake by 2025, aligning with the vision outlined in the National Education Policy (NEP) 2020. This growth will be supported by enhanced infrastructure, learning resources, and sustainable financial models.

Strategy 6.1: Scaling Faculties and Courses

Actions:

Adapting to NEP 2020:

- Implement multi-disciplinary and flexible academic designs that accommodate easy entry/exit and credit transfer systems.
- Launch new programs and departments to create a broad academic portfolio, aligning with the NEP's focus on large, multi-disciplinary institutions.

Routes to Growth:

- Organic Route (Strategy 1): Increase student intake in existing programs, aiming to double student and faculty numbers by 2029.
- Organic Route (Strategy 2): Establish new departments and diversify academic offerings to attract students from varied disciplines.

Projected student enrollment for the five year period (2024-29)

Faculty	2024-25	2025-26	2026-27	2027-28	2028-29
Faculty of Fisheries	593	643	680	680	680
Faculty of Ocean Studies	493	613	613	613	673
Faculty of Fisheries Engineering	153	353	353	353	553
Faculty of Fisheries Management	211	331	331	331	431
Affiliated colleges	-	-	-	300	800
Total	1450	1940	1940	2277	3137





Strategy 6.2: Achieving Financial Stability

Actions:

Diversified Funding Sources:

- Develop a sustainable financial model to reduce reliance on student fees and state funding.
- Establish an endowment fund to attract donations from alumni, industry, and other stakeholders, managed by a specialized internal team with treasury expertise.

Strategy 6.3: Faculty and Staff Development

Actions:

Faculty Recruitment:

Recruit Professors, Associate Professors, and Assistant Professors as per departmental needs, based on resource plans detailing gaps and associated costs.

Policy Updates:

Redraft faculty policies to align with the latest regulatory requirements from bodies such as UGC, AICTE, and ICAR.

Administrative Scaling:

Strengthen administrative infrastructure to support multi-disciplinary operations and implement e-governance systems efficiently.

Strategy 6.4: Enhancing Student Opportunities in Placements and Entrepreneurship

Actions:

Directorate of Youth Affairs:

Establish a dedicated directorate to cater to the diverse needs of a larger student body under NEP 2020.

Entrepreneurship and Skill Development:

- Focus on skilling and holistic learning to nurture entrepreneurs and job creators.
- Strengthen the existing state-of-the-art Incubation Centre to foster entrepreneurial activities.

Strategy 6.5: Infrastructure Development for a Future-Ready University

Actions:

Addressing Infrastructure Gaps:

Create a task force to identify infrastructure requirements and propose a roadmap to bridge gaps, particularly for the NEP-mandated four-year undergraduate program with flexible exit options.





World-Class Facilities:

Invest in smart classrooms, libraries, advanced labs, and common instrumentation facilities tailored to departmental needs.

Student Amenities:

Build hostels, recreational facilities, and other essential student infrastructure in compliance with UGC and NEP regulations.

Dedicated Infrastructure Team:

Form a team to oversee infrastructure development, provide detailed recommendations, and prepare budgets.

By implementing these strategies, KUFOS aims to transform into a robust, multi-disciplinary institution capable of accommodating a larger, diverse student body while maintaining excellence in academics and research.





Goal 7: Establish KUFOS as a Leading Educational Brand in India

To attract top-tier students and faculty, KUFOS aims to build a strong, authentic brand recognized for excellence and value. Strategic investments will be made in enhancing brand awareness and visibility across key markets over the next five years.

Actions:

Brand Building and Promotion:

- Strengthen the KUFOS brand through targeted media campaigns, public relations efforts, and community outreach programs.
- Design and host events such as seminars, webinars, workshops, and training sessions to reinforce the image of KUFOS as a center of excellence.

Marketing Team:

Establish a dedicated marketing team to manage and execute brand promotion activities, with a particular focus on admissions.

Alumni Engagement:

- Enhance alumni relations by organizing networking events and creating alumni chapters nationwide.
- Establish and empower the Office of Alumni Relations, supported by student volunteers and administrative staff, to foster long-term engagement.

Industry Collaboration:

Expand the Placement Cell's role to strengthen connections with industry for placements, consultancy, and collaborative projects, aligning with the evolving needs of the university.

By implementing these initiatives, KUFOS aims to position itself as a reputed educational institution in India, fostering a vibrant academic and professional community while attracting talent and resources.





Balanced Scorecard for KUFOS

Strategic Theme: Redefining Quality Centric Futuristic Education

	Objective	Measure	Target	Initiative
Financial	Create Sustainable Funding	% Revenue share from non-fee funding	100 % year 5	Endowment creation Develop Consultancy Revenue and attracting other funds
		Budget Usage Debt burden	>80 usage minimize	Empowering the Deans of faculties
Customer	Enhance Student Diversity — National Enhance Enrolment of International Students Enhance Student Satisfaction	Number of Non- Keralite Students in each faculty. Number of international students in each faculty	NK > 30 % in first 5 Years., IS 5% in 5 Years	Through a combination of strategic outreach, scholarships, partnerships, and campus support
	Placement Industry- academia relationship	Average CTC Number of incubated firms / Startups Corporate satisfaction MDP conducted	>7 LPA	Through Competency development of students Entrepreneurship workshops and Mentoring
	Quality of Intake	State and National level competitive exams	Applications –define faculty wise Students opting for HE	Increase promotions Monitor satisfaction scores





		Student retention rates Higher education Endowment		Creation of
	Relationship	contribution Alumni Relations – Meetings participation	Endowment > 25% in 10 years Alumni meeting participation 50% Alumni Satisfaction >90%	endowment plan. Incentivize endowment Strengthen office of alumni
	Impact on society	Number of outreach programs Number of beneficiaries Funding from agencies Impact study scores	Double current outreach projects	Strengthen Outreach programs
Process	Strengthening Pedagogy	Pass Percentage Competency Scores Student Ratings of courses	Pass percentage > 90% Competency > 80%	Empower faculty to innovate in pedagogy. Competency building for faculty on innovative pedagogy Measure effectiveness of pedagogy Industry representation in Academic council
	Enhancing Brand Value	Accreditations, Rankings	Top 10 in 5 years NBA, NAAC, NIRF, AICTE, ICAR Respective departments to identify	Strengthen IQAC and Accreditation team. Budget for IQAC Training on Quality Assurance
	Enhancing Faculty Resources	PhD faculty members Faculty Diversity Ratio Practice Track faculty members Live projects Retention rates	PhD 100% Diversity >25% Practice Track -25% Live Project > 50% of projects Targeted Student –Faculty ratio~ 10:1	Recruitment from premier institutions





		Student – Faculty Ratio		Competency development for faculty members. FDP conducted
Learning & Growth	Enhance Research and Development	Number of research publications Quality rank of Journals Doctoral Students Number of funded research projects Number of consultancy projects.	Journal – Scopus Indexed/Respective departments to suggest indexation Publications – 5 per faculty per year Consultancy revenue > 30% of fee income	Create separate resources for publication department. Consultancy wing to be developed to a business unit. Incubation Centre to be scaled up.
	Scale of programs	Number of new programs offered. Student Enrolment in programs	Student enrolment >80%	Identify new programs/ new departments.

Strategic Plan Dashboard for Governing Council Monitoring						
	Objectives	Measure	Good	Satisfactory	Not Satisfactory	Remarks
Financ ial	Create Sustainable	% Revenue share from non-fee funding				
Fir	Funding	Budget Usage				
		Debt burden				
	Enhance Student Diversity – National	Admit adequate number of Non-Keralite Students in each faculty.				
Customer	Enhance Enrolment of International Students	Admit adequate number of international students in each faculty				
	Enhance Student Satisfaction	Satisfaction survey and evaluation				
	Placement &Industry relationship	Average CTC				
		Increase the number of incubated startups				
		Employers satisfaction				
			I			
		Mean Satisfaction Score				
		Student retention rates				
		Higher education				
		Endowment contribution				





	Relationship	Alumni Relations – Meetings participation		
	_	Faculty Retention Ratio		
	Internal Customer Satisfaction	Faculty and staff satisfaction score		
		Number of outreach programs		
	Impact on society	Number of beneficiaries		
	-	Funding from agencies		
		Impact study scores		
	Cturn otherwise o	Pass Percentage		
	Strengthening Pedagogy	Competency Scores		
	1 edagogy	Student Ratings of courses		
7.0	Enhancing Brand Value	Accreditations, Rankings		
ces		Ph.D. faculty members		
Process		Faculty Diversity Ratio		
	Enhancing Faculty Resources	Practice Track faculty members		
		Live projects		
		Retention rates		
		Student-Faculty Ratio		
		Number of research publications		
		Quality rank of Journals		
	Enhance Research and	Doctoral Students		
	Development	Number of funded research projects		
		Number of consultancy projects.		
	Scale of programs	Number of new programs offered.		
ų	Scale of programs	Student Enrolment in programs		
Learning & Growth				





Financial Strategy

KUFOS is dedicated to achieving its mission-driven strategic goals. To support new initiatives and investments necessary for this mission, the University will secure funding from diverse external sources. Additionally, a significant portion of funds will be maintained in reserves and fixed deposits to ensure a smooth and uninterrupted financial flow for the institution.

Component	2024-25	2025-26	2026-27	2027-28	2028-29
Component			(In lakhs	s)	
Non-plan fund	2982.00	3280.20	3608.22	3969.04	4365.94
Plan fund	3350.00	3685.00	4053.50	4458.85	4904.73
Internal revenue	397.00	436.70	480.37	528.40	581.24
Externally aided project	900.00	990.00	1089.00	1197.90	1317.69
ICAR grant	100.00	110.00	121.00	133.10	146.41
Other funding agency	247.00	271.70	298.87	328.75	361.63
	7976.0				
Total	0	8773.60	9650.96	10616.06	11677.66

Financial Model

Sources of Fund: The financial model of KUFOS is primarily based on the plan fund from Dept. of Fisheries, Govt. of Kerala and fees collected from the students. Other sources of income include funds from externally funded projects and programmes.

Deployment of Funds: The University invests significant resources in faculty, staff, research, infrastructure, and student development activities. The most extensive use of funds is for Personnel maintenance and infrastructure development. Personnel maintenance mainly consists of salary and allowances to teaching and non-teaching staff members and honorarium paid for visiting faculty members. Being a university will require constructions of the new building, purchase of various fixed assets to fulfil the need of the students and world-class infrastructure to facilitate learning.

Strategies for sustaining resources: After attaining a high NAAC accreditation score, the University aspires to achieve greater visibility at the national and global level and become a topranked university. To sustain planned growth and achieve its strategic objectives, the University will invest in people and infrastructure and work hard to generate alternative funding sources. Its efforts will be to increase income from research, consultancies, projects government grants, which will be the second primary source of revenue after tuition fees.

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