



**BAOU**  
Education  
for All

**Dr. Babasaheb Ambedkar  
Open University**  
(Established by Government of Gujarat)



# **INSTITUTIONAL DEVELOPMENT PLAN: (IDP – 2035)**

**Centre for Internal Quality Assurance (CIQA)  
Dr. Babasaheb Ambedkar Open University (BAOU)  
Ahmedabad**

**2025**



## **Institutional Development Plan (IDP – 2035) Dr. Babasaheb Ambedkar Open University.**

### **About University:**

Dr. Babasaheb Ambedkar Open University (BAOU), situated in Ahmedabad, Gujarat, Bharat, was founded in 1994 through a legislative act passed by the Government of Gujarat. Upholding its core vision of "Education for All," the university remains committed to delivering inclusive education.

In 2023, BAOU was officially brought under the framework of the **Gujarat Public Universities Act** following approval by the Hon'ble Governor of Gujarat on 25th September 2023. The university operates from its modern headquarters, the '**Jyotirmay Parisar**', located in Ahmedabad. Its extensive reach is reflected through **nine Regional Centres** and over **300 Learner Support Centres** across Gujarat.

As the sole Open University in the state, BAOU has played a vital role in advancing higher education, enrolling more than **3.5 lakh learners** over the past three years. Its accessible and flexible academic structure removes traditional barriers of age, geography, and time, offering more than **105 academic programmes**, including 15 Ph.D. Programmes in regular/part-time mode, and other 90 postgraduate, undergraduate, postgraduate diploma, diploma, and certificate programme in Open and Distance Learning (ODL) and Online (OL) mode.

The university has earned **A++ accreditation** from the **National Assessment and Accreditation Council (NAAC)** in its very first cycle, with a remarkable **CGPA of 3.55 on a 4-point scale**. This makes BAOU the **first and only university in Gujarat**, and the **only State Open University in India**, to achieve such a distinction.

Further, BAOU has been recognized as a **Category-I institution** under the **UGC (Categorization of Universities for Grant of Graded Autonomy) Regulations, 2018**. It is authorized by the **University Grants Commission (UGC)** to offer programmes through both **Online** and **Open and Distance Learning (ODL)** modes.

The university has also been granted **12B status** under the **UGC Act, 1956**, highlighting its excellence in academic and research activities. Notably, in the **India Rankings 2024** issued by the **National Institutional Ranking Framework (NIRF)** of the **Ministry of Education, Government of India**, BAOU secured the **3rd position among Open Universities** in the country.

Dr. Babasaheb Ambedkar Open University is a premier open university committed to providing inclusive and equitable access to higher education through innovative teaching-learning processes and technology-enabled delivery modes. It aims to empower marginalized communities and expand opportunities for lifelong learning.

### **Vision of BAOU**

To elevate the access of education, to improve the quality of education; to reach the unreached by creating a learner-centric environment; to provide life-long learning opportunities and skill upgradation to all learners using innovative technologies and methodologies.

### **Mission of BAOU**

Educating and empowering last-mile learners, enabling them to compete in the global world by equipping them with a well-rounded combination of knowledge, skills, employability, and values for serving society. The mission of the university is "Education for all". The university strives for

excellence by developing an innovative, flexible, and open system of education that utilises the latest methods and technologies.

### **Core Values of BAOU**

- Inclusion: We strive to achieve the dream of Dr. B. R. Ambedkarji, that of creating an inclusive society based on equality.
- Integrity: We operate honestly, ethically and lawfully.
- Transparency: We work transparently with all stakeholders.
- Responsiveness: We respond effectively to the needs of the students.
- Responsibility: We accept accountability for our actions.
- Commitment: We strive to give our best in every task.

## **I. Preamble**

Dr. Babasaheb Ambedkar Open University (BAOU), established with the aim of democratizing education, continues to advance its mission as a premier institution for open and distance learning (ODL) in India. In alignment with the National Education Policy (NEP) 2020 and Sustainable Development Goals (SDGs), this Institutional Development Plan (IDP) outlines a transformative roadmap for the university through the year 2035.

The IDP is a response to the growing demands for quality, accessible, and inclusive education in a rapidly evolving global landscape. As a university that caters primarily to non-traditional learners, marginalized communities, and lifelong learners, BAOU is uniquely positioned to champion the principles of equity, innovation, and community development.

This document is developed in accordance with the University Grants Commission (UGC) guidelines and seeks to embed principles of governance, financial sustainability, academic excellence, research and innovation, faculty development, digital transformation, and societal engagement. It embodies a forward-thinking strategy to build an agile, resilient, and globally recognized open university by 2035.

## **II. Social and Academic Mission**

### **Social Mission:**

- Ensure equitable access to high-quality education for all, including marginalized, rural, tribal populations and persons with disabilities (PwDs).
- Empower communities through education, skilling, and socio-economic inclusion.
- Promote environmental sustainability and social responsibility.
- Foster a culture of lifelong learning and social justice inspired by Dr. Babasaheb Ambedkar's vision.

### **Academic Mission:**

- Provide multidisciplinary, flexible, and innovative programs that meet global and local demands.
- Promote research, critical thinking, ethical values, and 21st-century skills among learners.
- Develop a learner-centric model of education using technology-enhanced pedagogies.
- Integrate vocational training, entrepreneurship, and employability skills into all academic programs.

### **III. Vision Statement for 2035**

"To emerge as a globally respected Open University, empowering inclusive and lifelong learning through innovative, technology-enabled, and socially responsive higher education."

### **IV. Strategic Goals and Development Objectives**

#### **Strategic Goals:**

1. Expand access to 1 million learners across India and globally by 2035.
2. Achieve 100% integration of NSQF-aligned vocational and skill-based components in academic programs.
3. Establish BAOU as a Digital Open University through full-scale digital transformation by 2035.
4. Create a dynamic research ecosystem aligned with national priorities and regional needs.
5. Forge robust academic, industry, community, and international collaborations.
6. Strengthen governance and institutional autonomy with transparency and accountability.
7. Develop a green, sustainable, inclusive, and digitally mature campus ecosystem.

#### **Development Objectives:**

- Design and deliver NEP-aligned, multidisciplinary curricula with academic excellence.
- Ensure faculty and staff development through structured professional growth plans.
- Institutionalize research, innovation, and IP generation.
- Establish and expand physical and digital infrastructure.
- Implement effective governance systems including e-governance and data-driven management.
- Ensure financial sustainability through diversified funding models.
- Foster community engagement and national development through outreach programs.

## **V. Governance Enablers**

### **1. Overview**

Good governance is the cornerstone of institutional excellence. For an open university like BAOU, where scale, diversity, and geographical spread are substantial, robust governance ensures strategic clarity, operational effectiveness, transparency, and inclusiveness. Governance at BAOU must align with NEP 2020 and UGC regulations while supporting flexibility, decentralization, and academic freedom.

Governance in the IDP context entails:

- Strengthening statutory bodies (Board of Management, Academic Council, Finance Committee, Planning Board, etc.).
- Empowering decentralized and digital decision-making.
- Integrating stakeholder voices including students, faculty, alumni, and community partners.
- Ensuring legal and regulatory compliance.
- Establishing continuous quality assurance mechanisms.

### **2. Strategies for Governance Improvement**

#### **a) Structure Enhancement**

- Reorganize governance bodies with balanced representation from academia, industry, civil society, and alumni.
- Set up an autonomous Internal Quality Assurance Cell (IQAC) with multi-stakeholder participation.

#### **b) Autonomy and Accountability**

- Define clear roles, responsibilities, and Key Performance Indicators (KPIs) for each governance body.
- Institute a Governance Performance Dashboard to monitor decisions, timelines, and outcomes.

#### **c) Policy Framework**

- Update all university policies (HR, Finance, Research, Curriculum, Admission) aligned with NEP 2020.
- Introduce a Digital Governance Charter covering e-governance norms, data security, and citizen charters.

#### **d) Stakeholder Participation**

- Involve alumni and learners in advisory and feedback roles.
- Conduct bi-annual Stakeholder Consultations for participatory planning.

#### **e) Transparency and Ethics**

- Publish all policies, decisions, and audit reports on the university website.
- Establish a Grievance Redressal Portal integrated with the Central Public Grievance Redress and Monitoring System (CPGRAMS).

**f) Leadership Development**

- Institute a Leadership Development Programme for senior administrators and Deans.
- Promote leadership succession planning within academic and administrative cadres.

**3. Outcomes by 2035**

- Fully digital, transparent, and participatory governance framework.
- Accreditation by NAAC and ISO certification for administrative processes.
- Annual Governance Reports and Impact Assessments published.
- Enhanced trust, responsiveness, and operational agility.

## **VI. Financial Enablers**

### **1. Overview**

Financial sustainability is a critical pillar of institutional development. As an open university, BAOU must diversify its revenue streams, optimize resource utilization, and ensure financial autonomy while maintaining regulatory compliance. The university's expansion, digital transformation, and innovation goals require robust and flexible funding mechanisms.

BAOU's financial enablers will support the efficient functioning of academic, research, and outreach activities, reduce dependency on government grants, and enhance its capability to invest in future-ready infrastructure, digital systems, and human capital.

### **2. Strategic Financial Goals**

- Establish a diversified and resilient financial model by 2035.
- Achieve 50% of total annual revenue from non-government sources by 2035.
- Implement real-time, transparent, and efficient financial management systems.
- Mobilize at least ₹100 crore through CSR, alumni, and philanthropic partnerships by 2035.
- Set up a Financial Innovation and Resource Mobilization Unit (FIRMU).

### **3. Resource Mobilization Strategies**

#### **a) Government Grants and Public Funding**

- Continue leveraging UGC, state government, and central schemes (e.g., RUSA, SWAYAM).
- Submit detailed project proposals for targeted capital expenditure (OER studios, LMS, green campus).

#### **b) Fee-based Services**

- Revise and rationalize fee structures across programs in line with national benchmarking.
- Introduce differential pricing models for domestic, out-of-state, and international learners.
- Offer value-added certificate programs and short-term micro-credentials with competitive pricing.

#### **c) CSR and Philanthropy**

- Develop a dedicated “Office for Corporate Social Engagement and Endowments.”
- Launch “Adopt-a-Learner” campaigns and “Learning for Livelihood” CSR initiatives.
- Establish alumni giving campaigns and annual fundraisers.

#### **d) Research and Consultancy Income**

- Promote interdisciplinary and applied research projects with corporate and government funding.



- Encourage faculty to undertake funded consultancy projects.
- Institutionalize a policy for sharing consultancy revenue and overheads.

**e) Intellectual Property and EdTech Commercialization**

- License high-quality digital content to EdTech platforms, universities, and governments.
- Monetize MOOCs, e-books, apps, and courseware through open licensing models.
- Patent and commercialize innovations in digital pedagogy, assessment, and AI-based tools.

**f) Collaborative Ventures**

- Establish joint ventures with private players in vocational training and digital learning.
- Launch BAOU Skill Development Centers in partnership with NSDC and industry clusters.
- Create co-branded executive education and management programs.

**4. Financial Planning and Management**

**a) Budgeting and Forecasting**

- Adopt a multi-year rolling budget framework with provisions for capital and recurring expenditure.
- Develop annual financial planning aligned with academic and strategic plans.

**b) Digital Financial Systems**

- Implement cloud-based financial ERP for real-time tracking of income, grants, expenses, and audits.
- Integrate payment gateways for all student and service transactions.

**c) Transparency and Audit**

- Ensure timely audits by external statutory auditors and internal quality audit teams.
- Publish an Annual Financial Report and Financial Health Dashboard.

**5. Outcomes by 2035**

- Financial autonomy with a diversified revenue portfolio (tuition, CSR, grants, consultancy, IP).
- Transparent and efficient financial governance supported by ERP and e-audit systems.
- BAOU Endowment Corpus Fund of ₹100+ crore.
- Recognition as a financially resilient model among Indian open universities.

## **VII. Academic Enablers**

### **1. Overview**

Academic excellence lies at the heart of BAOU's mission. The transformation outlined in NEP 2020 demands a fundamental shift in how curriculum is designed, delivered, assessed, and continuously improved. BAOU aims to establish itself as a beacon of high-quality, flexible, and relevant academic offerings catering to diverse learner groups including working professionals, marginalized communities, and lifelong learners.

Academic enablers at BAOU will emphasize interdisciplinarity, learner-centric pedagogies, experiential learning, integration of Indian Knowledge Systems (IKS), outcome-based education, and alignment with the National Credit Framework (NCrF). Special focus will be placed on supporting self-paced and skill-based learning pathways.

### **2. Strategic Academic Goals**

- Develop 200+ multidisciplinary and NEP-compliant programs by 2035.
- Ensure 100% programs embed employability and skill components.
- Integrate IKS and SDG-linked learning across curricula.
- Adopt and scale outcome-based education (OBE) and Bloom's taxonomy-based assessments.
- Fully align BAOU programs with NCrF and Academic Bank of Credits (ABC).

### **3. Curriculum Development and Academic Planning**

#### **a) Curriculum Design**

- Establish "Centre for Curriculum Innovation and Instructional Design" (CCIID).
- Adopt a flexible, modular curriculum framework allowing horizontal and vertical mobility.
- Embed life skills, entrepreneurship, ethical reasoning, gender sensitivity, and environmental literacy.
- Include IKS-based modules across humanities, science, commerce, education, and health sciences.

#### **b) Program Structure**

- Redesign UG/PG programs under a four-year flexible undergraduate framework (FUUF) as per NEP.
- Introduce multiple entry-exit options with certificate, diploma, and degree pathways.
- Map all academic programs to NCrF levels and allocate credits for work-based learning and internships.

#### **c) Assessment and Evaluation**

- Implement continuous formative assessments through LMS-integrated quizzes, assignments, and portfolios.
- Shift from high-stakes exams to blended, open-book, and project-based assessments.

- Use AI-based proctoring and remote invigilation for integrity in ODL assessments.

#### **4. Pedagogy and Learning Models**

##### **a) Learner-Centric Approaches**

- Promote self-directed learning, flipped classrooms, peer assessments, and discussion-based learning.
- Train faculty in inclusive pedagogy for differently-abled and first-generation learners.

##### **b) Technology-Enhanced Learning**

- Develop BAOU's proprietary LMS (Learning Management System) with AI-driven personalized learning.
- Adopt SCORM-compliant e-content and hybrid course models combining online and contact sessions.

##### **c) Open Educational Resources (OER)**

- Launch "BAOU OER Hub" to host curated, multilingual, high-quality open courseware.
- Participate in national OER platforms such as SWAYAM, NDL, and VidyaDaan.

#### **5. Faculty Involvement and Development**

- Involve faculty in course development, curriculum review, and peer-review committees.
- Mandate faculty certification in e-content development and digital teaching tools.
- Recognize academic innovation and pedagogy excellence through annual awards.

#### **6. Integration with Vocational and Skill Education**

- Partner with NSDC and Sector Skill Councils for embedded certification in degree programs.
- Align with PMKVY, DDU-GKY, and other government schemes for skill development.
- Launch BAOU's School of Vocational Education and Skilling (SVES).

#### **7. Academic Quality Assurance**

- Establish Academic Audit Cell to review learning outcomes, feedback, and graduate performance.
- Implement structured student feedback loops and tracer studies.
- Pursue national and international accreditation for flagship programs.

#### **8. Expected Outcomes by 2035**

- Recognition as a national leader in NEP-aligned open and distance education.
- 100% programs aligned to NCeF and ABC ecosystem.
- 200+ high-quality, multidisciplinary, skill-integrated academic programs.
- 80% learner satisfaction with curriculum, learning experience, and assessments.

## **VIII. Research, Innovation, and Intellectual Property (IP) Enablers**

### **1. Overview**

Research and innovation are essential components of a forward-looking higher education institution. For BAOU, a university rooted in inclusive and flexible learning systems, research should address real-world challenges, promote indigenous knowledge, and contribute to national development priorities such as sustainability, equity, digital empowerment, and skill development.

The university must create a thriving ecosystem that supports fundamental, applied, pedagogical, and action research—especially in the domains of Open and Distance Learning (ODL), education technology, inclusive learning systems, rural development, and Indian Knowledge Systems (IKS).

### **2. Strategic Goals**

- Establish a dedicated "Centre for Research, Innovation, and Intellectual Property (CRIIP)" by 2026.
- Develop 500+ funded research projects and collaborations by 2035.
- Promote open-access, interdisciplinary, and community-driven research.
- Increase Scopus-indexed publications and faculty citation metrics by 400%.
- Generate 100+ patents and copyrights by 2035.
- Institutionalize research fellowships and seed grant programs for faculty and students.

### **3. Institutional Structures and Policy Reforms**

#### **a) Centre for Research, Innovation, and IP (CRIIP)**

- Serve as the nodal agency for research facilitation, project management, and industry partnerships.
- Coordinate with funding agencies such as ICSSR, UGC, AICTE, DST, DBT, and international bodies.

#### **b) Research Policy Framework**

- Develop a comprehensive Research and Innovation Policy incorporating ethical standards, plagiarism norms, incentive mechanisms, and knowledge dissemination models.
- Introduce a "Start-to-Publish" mentorship program for early-career researchers.

#### **c) Intellectual Property Rights (IPR) Policy**

- Establish an IP Cell for patent filing, IP awareness, and commercialization.
- Provide financial assistance for IP registration and licensing.

### **4. Research Capacity Building**

- Organize Faculty Development Programs (FDPs) on research methodology, publishing, and data analytics.

- Train researchers in using advanced tools (SPSS, NVivo, R, LaTeX, etc.) and digital libraries.
- Conduct workshops on interdisciplinary research, proposal writing, and ethics.

## **5. Student and Community Research Engagement**

- Launch BAOU Research Fellowship (BRF) scheme for Ph.D. and post-doctoral students.
- Promote undergraduate and postgraduate research through course-embedded projects.
- Encourage action research linked to community development, rural innovation, and sustainability.

## **6. Collaborations and Knowledge Partnerships**

- Establish research partnerships with IITs, NITs, IIMs, IGNOU, global open universities, and reputed NGOs.
- Participate in inter-university research consortia and national missions (e.g., GIAN, SPARC).
- Partner with private sector, MSMEs, and startups to solve real-life industry challenges.

## **7. Knowledge Dissemination and Impact**

- Launch peer-reviewed, open-access journals on ODL, education technology, and Indian Knowledge Systems.
- Organize annual research conclaves, innovation fairs, and thematic conferences.
- Create a “BAOU Research Repository” as part of the university’s digital commons.

## **8. Monitoring and Incentivization**

- Implement a Research Performance Index (RPI) for departments and faculty.
- Introduce awards for outstanding researchers, innovations, and publications.
- Align research achievements with promotion and appraisal systems.

## **9. Expected Outcomes by 2035**

- Globally recognized research output from an open university context.
- Minimum of 50 research collaborations with national and international institutions.
- 100+ patents, copyrights, and technology transfers from university research.
- A culture of curiosity, critical inquiry, and social innovation ingrained across stakeholders.

## **IX. Human Resource (Faculty and Staff) Enablers**

### **1. Overview**

Human Resource development is pivotal to the realization of BAOU's long-term vision. Faculty and administrative staff are not only executors but also visionaries who drive academic excellence, institutional innovation, learner engagement, and community impact. In the context of open and distance learning, where personalization, digital fluency, and interdisciplinary thinking are essential, developing and empowering human capital becomes even more critical.

This section outlines a robust plan to recruit, train, retain, and motivate qualified professionals committed to lifelong learning, social equity, and academic leadership.

### **2. Strategic Goals**

- Ensure optimal faculty-student ratio as per UGC norms across all departments and regional centres.
- Recruit and retain a diverse, multidisciplinary, and skilled academic and administrative workforce.
- Promote continuous professional development for all categories of staff.
- Introduce performance-linked career advancement, recognition, and incentives.
- Cultivate a value-based, inclusive, and innovation-oriented organizational culture.

### **3. Faculty and Staff Recruitment and Diversity**

#### **a) Recruitment Strategy**

- Conduct transparent, merit-based recruitment drives every two years for vacant positions.
- Develop contractual and visiting faculty models for niche and emerging areas (AI, Cybersecurity, IKS, etc.).
- Recruit practitioners and industry experts to support vocational and experiential learning.

#### **b) Diversity and Inclusion**

- Ensure representation of women, SC/ST/OBC, PwD, and minority candidates across roles.
- Provide gender-neutral, safe, and inclusive workspaces.
- Maintain regional language and cultural sensitivity in staff orientation and training.

### **4. Capacity Building and Training**

#### **a) Faculty Development Academy**

- Establish BAOU Faculty Development Academy (BFDA) as a nodal unit.
- Offer structured training on ODL pedagogy, digital content creation, and research skills.
- Collaborate with NIEPA, IGNOU STRIDE, UGC HRDCs, and international centres for academic training.

#### **b) Administrative Training**

- Conduct induction and refresher training for all non-teaching staff in governance, ICT, public service ethics, and grievance redressal.
- Promote office automation and digital workflow literacy.

#### **c) Mentoring and Peer Learning**

- Introduce faculty mentoring program pairing junior faculty with experienced academicians.
- Encourage Communities of Practice (CoPs) among faculty for curriculum and innovation sharing.

### **5. Performance Appraisal and Career Progression**

#### **a) Performance Metrics**

- Implement Annual Performance Appraisal System (APAS) based on KPIs, feedback, and innovation.
- Use digital dashboards for tracking contributions to teaching, research, administration, and extension.

#### **b) Career Advancement Scheme (CAS)**

- Streamline CAS policies in line with UGC guidelines, with emphasis on quality outputs.
- Recognize interdisciplinary research, pedagogy innovation, and student mentoring.

### **6. Recognition, Motivation, and Well-being**

- Launch annual BAOU Excellence Awards in Teaching, Research, Innovation, and Administration.
- Provide incentives for MOOC development, patent filing, and research publication.
- Promote mental health and work-life balance through wellness programs and counseling.
- Encourage sabbaticals, exchange programs, and international fellowships.

### **7. Digital HR Management**

- Implement ERP-based Human Resource Management System (HRMS) covering recruitment, leave, training, payroll, and appraisal.
- Use analytics to plan workforce needs and talent retention strategies.

### **8. Expected Outcomes by 2035**

- 100% faculty trained in ODL, digital tools, and inclusive pedagogy.
- Improved faculty-student engagement index across departments.
- Low attrition rate and high internal promotion ratio.
- Recognition of BAOU as a leading employer in open and inclusive education.

## **X. Networking, Collaboration, and Partnership Enablers**

### **1. Overview**

Strategic partnerships, both domestic and international, are essential to BAOU's aspiration to become a globally recognized open university. Networking and collaborations allow the university to leverage complementary expertise, share resources, access frontier knowledge, expand reach, and contribute meaningfully to the national and global education ecosystem.

This section emphasizes the development of sustainable academic, research, industry, community, and government partnerships to support curriculum co-design, joint research, faculty and student exchanges, internships, funding, and global benchmarking.

### **2. Strategic Goals**

- Forge 100+ active collaborations by 2035 with universities, industries, EdTech companies, and NGOs.
- Join global open learning alliances and virtual education networks.
- Establish regional and international Centres of Excellence through joint initiatives.
- Build a strong alumni engagement and industry advisory ecosystem.

### **3. Academic Collaborations**

#### **a) National Academic Partnerships**

- Partner with IGNOU, other State Open Universities, and central universities for resource sharing and joint programs.
- Collaborate with NAAC, UGC, and AICTE for training programs, quality benchmarking, and curriculum reform.

#### **b) International Academic Linkages**

- Establish MoUs with open universities worldwide such as the Open University (UK), Athabasca University (Canada), and UNISA (South Africa).
- Participate in UNESCO and Commonwealth of Learning (COL) projects.
- Join networks like ICDE, Open Education Consortium, and APAOU.

### **4. Industry and EdTech Collaboration**

- Form Academic-Industry Advisory Boards to integrate workplace relevance into academic programs.
- Co-develop domain-specific certifications and internships with corporate partners.
- Leverage EdTech companies for LMS development, AI tools, immersive content, and skill platforms.

### **5. Research and Innovation Partnerships**

- Undertake multi-institutional research projects with IITs, IIMs, ICHR, ICSSR, and DST labs.



- Partner with non-profit think tanks, innovation hubs, and social enterprises for action research.
- Share research infrastructure and publications through open-access agreements.

## **6. Government and Community Linkages**

- Collaborate with state departments for adult education, school dropouts, women's literacy, and skills.
- Establish “Community Knowledge Centres” in tribal, rural, and urban areas.
- Partner with panchayats, NGOs, and SHGs for outreach and social innovation.

## **7. Alumni Engagement**

- Create BAOU Global Alumni Network (BGAN) with chapters across India and abroad.
- Involve alumni in mentoring, admissions, content creation, and CSR fundraising.
- Organize annual Alumni Summits and publish Alumni Impact Reports.

## **8. Outreach and Extension Networks**

- Expand Learner Support Centres (LSCs) and regional centres through joint hosting with NGOs and educational institutions.
- Co-host extension activities with local bodies – health camps, environmental drives, legal aid, etc.
- Participate in national and state-level festivals, book fairs, and science exhibitions.

## **9. Digital and Media Collaborations**

- Tie up with public broadcasters (Doordarshan, All India Radio) and private platforms for content dissemination.
- Develop OTT-based learning programs in partnership with digital media houses.
- Use YouTube, SWAYAM PRABHA, and podcast networks for mass education.

## **10. Monitoring and Evaluation**

- Maintain a digital “Partnership Dashboard” with KPIs, activity logs, and impact metrics.
- Conduct annual reviews of collaborations based on outcomes and stakeholder feedback.
- Allocate dedicated liaison officers and partnership managers for major alliances.

## **11. Expected Outcomes by 2035**

- 100+ active academic, industry, and community partnerships.
- BAOU recognized as a member of leading global education alliances.
- Enhanced learner satisfaction, placement rates, and curriculum relevance.
- Broader public trust and visibility through multi-stakeholder engagement.

## **XI. Physical Infrastructure Enablers**

### **1. Overview**

Physical infrastructure forms the backbone of BAOU's academic, administrative, and outreach operations. As a leading open university catering to thousands of learners across Gujarat and beyond, BAOU requires smart, scalable, accessible, and sustainable infrastructure that supports future-ready education. Physical infrastructure includes the main campus, regional centres, learner support centres (LSCs), examination hubs, libraries, and studio facilities for content creation.

The university's infrastructure strategy must align with digital transformation, green campus standards, inclusive design, and universal accessibility principles.

### **2. Strategic Goals**

- Expand physical infrastructure to support 1 million learners by 2035.
- Develop 10 new regional centres and upgrade all existing Learner Support Centres (LSCs).
- Establish state-of-the-art OER studios, smart classrooms, digital libraries, and multi-functional learning hubs.
- Achieve 100% physical accessibility for PwDs in all university facilities.
- Implement green campus practices including solar energy, water harvesting, and waste recycling.

### **3. Main Campus Development**

#### **a) Academic and Administrative Blocks**

- Construct modern academic buildings equipped with smart classrooms, seminar halls, and digital conferencing systems.
- Upgrade administrative blocks with automated systems, ergonomic workspaces, and digital filing systems.

#### **b) Learning Resource Centre (LRC)**

- Establish a hybrid central library integrating print and digital resources, e-book access, and AI-powered search systems.
- Provide quiet zones, group discussion rooms, e-learning kiosks, and assistive technologies for PwDs.

#### **c) Studio and Media Infrastructure**

- Expand media studios for high-quality audio-video content production.
- Include green screen areas, teleprompter facilities, editing suites, podcast booths, and dubbing zones.

### **4. Regional and Support Centre Expansion**

#### **a) Regional Centres**

- Establish regional centres in underserved and tribal districts to expand access.

- Equip centres with exam halls, ICT labs, counselling cabins, and administrative support.

#### **b) Learner Support Centres (LSCs)**

- Upgrade all LSCs with digital infrastructure, solar power backup, and inclusive facilities.
- Ensure all LSCs have Wi-Fi, tablets/desktops for learners, and trained support staff.

### **5. Examination Infrastructure**

- Develop secure and tech-enabled examination centres with biometric attendance, CCTV surveillance, and remote invigilation.
- Introduce open examination centres with weekend and holiday operation schedules.

### **6. Student Amenities**

- Create a dedicated student service complex including helpline centres, information kiosks, counselling rooms, and grievance desks.
- Develop multi-purpose auditoriums, amphitheatres, and exhibition halls.
- Provide residential accommodation for visiting faculty, scholars, and administrative guests.

### **7. Green and Sustainable Infrastructure**

- Install rooftop solar panels to meet at least 50% of the energy needs.
- Implement smart metering, rainwater harvesting, and green landscaping.
- Achieve 100% LED lighting and paperless administration in all new facilities.

### **8. Safety, Accessibility, and Compliance**

- Ensure compliance with fire safety, building codes, and disaster management protocols.
- Make all new and renovated buildings universally accessible with ramps, lifts, and tactile pathways.
- Conduct regular audits for environmental, safety, and accessibility standards.

### **9. Project Management and Financing**

- Establish an Infrastructure Planning and Development Committee (IPDC).
- Use PPP models, state grants, CSR support, and alumni contributions for capital funding.
- Engage reputed architecture and civil firms through transparent tenders.

### **10. Expected Outcomes by 2035**

- A fully accessible, green-certified, and digitally integrated university campus.
- Increased learner engagement, satisfaction, and retention.
- Regional equity in access through expanded support centres.
- Recognition as a model open university with world-class physical infrastructure.

## **XII. Digital Infrastructure Enablers**

### **1. Overview**

Digital infrastructure is the cornerstone of an open university in the 21st century. It enables scale, personalization, access, equity, and continuous innovation. BAOU must position itself as a digitally mature university by developing an integrated, secure, adaptive, and user-centric digital ecosystem that caters to learners, faculty, administrators, and stakeholders across regions.

This digital architecture will encompass Learning Management Systems (LMS), university ERP, virtual classrooms, digital libraries, AI-enabled student services, data analytics, cybersecurity, and cloud computing. Emphasis will be placed on digital inclusion for learners from rural and underprivileged backgrounds.

### **2. Strategic Goals**

- Achieve 100% digital delivery and support for all academic programs by 2035.
- Develop an in-house, multilingual, scalable LMS with AI-driven adaptive learning pathways.
- Implement a fully integrated University ERP for academic, financial, HR, and examination operations.
- Ensure 24/7 learner access to digital libraries, content repositories, and virtual support.
- Institutionalize cybersecurity protocols and digital rights management across systems.

### **3. Learning Management System (LMS)**

- Build a custom LMS tailored to the ODL learner profile with offline access capabilities.
- Integrate interactive video lectures, quizzes, discussion forums, simulations, and gamification.
- Enable multilingual content, text-to-speech features, and learner analytics dashboards.

### **4. University Enterprise Resource Planning (ERP)**

- Deploy a unified ERP system covering admissions, enrolment, student records, examination, finance, HR, and inventory.
- Ensure real-time data tracking, document automation, and MIS generation.
- Provide role-based access and workflow automation for all departments.

### **5. Digital Content Ecosystem**

- Establish a centralized Digital Content Development Centre.
- Convert all courses into digital formats including e-texts, podcasts, MOOCs, and virtual labs.
- Partner with SWAYAM, NDL, and DIKSHA for content exchange and joint production.

## **6. Virtual Classrooms and e-Tutorials**

- Conduct live sessions using Zoom, Webex, Google Meet with auto-recording and captioning.
- Archive sessions for asynchronous viewing and revision.
- Encourage faculty to create microlearning modules for mobile-first consumption.

## **7. Digital Library and Repositories**

- Set up a cloud-based Digital Library offering e-books, journals, archives, and open resources.
- Launch institutional repositories for theses, dissertations, OERs, and multimedia assets.
- Integrate federated search, remote access, and personalized recommendations.

## **8. Student Support Systems**

- Introduce an AI-based Chatbot for 24/7 student query resolution.
- Implement a Student Support Portal with access to tutors, FAQs, ticketing system, and feedback.
- Develop an SMS and WhatsApp notification service for academic updates.

## **9. Digital Inclusion and Accessibility**

- Provide subsidized tablets/devices and internet kits to disadvantaged learners.
- Localize content in Gujarati and other regional languages.
- Train learners in digital literacy and online academic practices.

## **10. Cybersecurity and Data Protection**

- Form a Digital Security Cell to implement firewall, encryption, access control, and cyber audits.
- Ensure compliance with IT Act, GDPR principles, and UGC's Cyber Hygiene Guidelines.
- Develop a disaster recovery plan and data backup policy.

## **11. Capacity Building and Digital Culture**

- Train faculty and staff in digital tools, content development, and cybersecurity.
- Conduct Digital Literacy Drives for new learners every semester.
- Promote a paperless, digitally empowered campus culture.

## **12. Monitoring and Scalability**

- Develop a Digital Transformation Dashboard for real-time progress tracking.
- Establish Key Digital Performance Indicators (KDPIs) across functions.
- Design scalable digital infrastructure that supports 1 million users simultaneously.

### **13. Expected Outcomes by 2035**

- A fully digital, resilient, and learner-centric open university ecosystem.
- Increased learner satisfaction, engagement, and academic performance.
- Reduced operational costs and increased process transparency.
- National and international recognition as a model digital university.

### **XIII. Student Support and Inclusive Education Enablers**

#### **1. Overview**

Learner support and inclusive education are fundamental to the success of any open university. As an institution committed to democratizing education, BAOU must ensure that all students—regardless of socio-economic background, gender, disability, or geography—receive the academic, emotional, financial, and technological support needed to thrive.

This section outlines a multi-layered student support ecosystem and inclusivity framework that enhances learner satisfaction, reduces dropout rates, and promotes holistic development.

#### **2. Strategic Goals**

- Ensure 100% availability of academic, psychological, and administrative support to learners.
- Implement inclusive education policies aligned with the Rights of Persons with Disabilities Act, 2016.
- Establish mechanisms for mental health, well-being, and peer mentoring by 2026.
- Promote equity and diversity through targeted outreach and support schemes.

#### **3. Academic Support Services**

- Launch a Learner Academic Support Portal integrating tutor guidance, assignment tracking, and discussion forums.
- Provide online/offline academic counselling before enrolment and during program progression.
- Offer structured bridge courses, language support, and skill development modules.
- Conduct orientation programs every semester to familiarize students with university systems and expectations.

#### **4. Psychological and Emotional Well-being**

- Set up a University Counselling and Wellness Centre (UCWC) with qualified psychologists.
- Offer online tele-counselling services and group therapy sessions for stress management.
- Promote a “Mental Health First Aid” program to train faculty and peer mentors.

#### **5. Support for Persons with Disabilities (PwDs)**

- Ensure accessible study materials (Braille, audio books, screen-reader-compatible e-content).
- Appoint a full-time Disability Inclusion Officer.
- Develop inclusive examination practices such as extra time, scribes, and assistive technologies.
- Provide scholarships and learning aids to eligible students.

## **6. Financial Support Mechanisms**

- Offer need-based scholarships, fee waivers, and contingency grants.
- Establish a Student Welfare Fund supported by CSR, alumni, and philanthropy.
- Facilitate linkages with state and central scholarship schemes (NSP, Post-Matric, etc.).

## **7. Peer and Community Engagement**

- Introduce Peer Mentoring Programs for academic and emotional support.
- Form BAOU Student Clubs for extracurricular engagement (literary, cultural, tech, NSS, NCC).
- Encourage learners to participate in service-learning and community-based projects.

## **8. Grievance Redressal and Ombudsman Services**

- Operationalize a Student Grievance Redressal Portal and toll-free helpline.
- Appoint an Ombudsperson in line with UGC norms to ensure student justice and transparency.

## **9. Inclusive Curriculum and Representation**

- Include gender, caste, disability, and regional equity perspectives in curricula.
- Ensure learner representation on statutory and academic bodies (Board of Studies, IQAC, etc.).

## **10. Monitoring and Feedback Systems**

- Conduct annual Student Satisfaction Surveys across multiple dimensions.
- Establish a Learner Support and Inclusion Dashboard with real-time data analytics.
- Use tracer studies to assess the long-term impact of student support initiatives.

## **11. Expected Outcomes by 2035**

- High learner satisfaction and retention rates across all demographic groups.
- Recognition as a national leader in inclusive and student-friendly ODL systems.
- Improved academic performance and well-being among diverse learner groups.
- Enhanced reputation for equitable, accessible, and compassionate education.



## **XIV. Institutional Governance, Planning, and Monitoring Framework**

### **1. Overview**

Robust governance, strategic planning, and continuous monitoring are the keystones of sustainable institutional development. At BAOU, institutional governance must reflect democratic values, transparency, accountability, academic freedom, and stakeholder participation. Effective planning and monitoring mechanisms will ensure that the university remains aligned with its vision, achieves its objectives, and meets the evolving needs of its learners and society.

This section outlines the structures, policies, and tools necessary for efficient governance, long-term planning, quality assurance, and performance monitoring at BAOU.

### **2. Strategic Goals**

- Strengthen participatory governance through functional statutory bodies.
- Establish integrated planning frameworks and cross-departmental coordination systems.
- Institutionalize data-driven decision-making and risk management.
- Enhance transparency, grievance redressal, and stakeholder engagement.

### **3. University Governance Structure**

- Ensure regular meetings and functioning of all statutory bodies: Board of Management, Academic Council, Planning Board, Finance Committee, and Board of Studies.
- Promote inclusivity by incorporating faculty, student, and external experts in decision-making bodies.
- Implement rotation of leadership roles to encourage diverse viewpoints and leadership grooming.

### **4. Institutional Planning Mechanism**

- Establish a Strategic Planning and Policy Unit (SPPU) under the Vice Chancellor's Office.
- Develop 5-year institutional development plans aligned with NEP 2020 and UGC-IDP guidelines.
- Conduct SWOT analyses every three years to guide strategic recalibration.
- Integrate academic, research, infrastructure, HR, and finance plans into a unified roadmap.

### **5. Quality Assurance Systems**

- Strengthen the Internal Quality Assurance Cell (IQAC) with domain-specific sub-cells.
- Align quality benchmarks with NAAC, NIRF, QS, THE, and ISO standards.
- Conduct annual academic audits, peer reviews, and learner outcome assessments.
- Promote innovation in teaching-learning practices, feedback systems, and curriculum design.

## **6. Policy Framework and Compliance**

- Develop and update comprehensive policy manuals covering academics, administration, finance, ethics, inclusivity, IPR, data protection, and student conduct.
- Ensure regular compliance with UGC, AICTE, NCTE, and other regulatory bodies.
- Institutionalize a Legal Compliance and Policy Review Cell.

## **7. Stakeholder Engagement and Transparency**

- Publish Annual Reports, Financial Statements, and Outcome Dashboards.
- Conduct public hearings, alumni meets, and community consultations.
- Operate an e-Governance Portal with real-time information access for all stakeholders.

## **8. Monitoring and Evaluation Tools**

- Develop an Institutional Performance Monitoring Dashboard tracking KPIs across departments.
- Use Balanced Scorecard, PERT/CPM, and MIS systems for performance reviews.
- Introduce a mid-term institutional review every 3 years by an external evaluation panel.

## **9. Risk Management and Internal Controls**

- Establish a Risk Management Committee to identify, assess, and mitigate institutional risks.
- Strengthen internal audit mechanisms for financial and academic operations.
- Develop a business continuity plan and crisis response protocols.

## **10. Expected Outcomes by 2035**

- Recognition as a well-governed, future-ready, and ethically sound open university.
- Streamlined planning processes and agile response to change.
- Institutional excellence demonstrated through accreditations and global rankings.
- Empowered and accountable leadership at all levels.

## **XV. Implementation Roadmap and Key Performance Indicators (KPIs)**

### **1. Overview**

To translate vision into reality, BAOU requires a pragmatic, phased, and measurable implementation strategy. The Implementation Roadmap provides a timeline-based action plan covering all enablers, while the Key Performance Indicators (KPIs) offer tools to monitor progress, assess impact, and course-correct as needed.

This final section integrates operational planning, timelines, responsibilities, budgeting, and evaluation metrics to ensure successful execution of the Institutional Development Plan (IDP – 2035).

### **2. Implementation Strategy**

#### **a) Phased Execution (2025–2030)**

- **Phase I (2025–2027):** Infrastructure audit, policy reforms, digital platforms rollout, and capacity building.
- **Phase II (2027–2030):** Expansion of academic programs, regional centres, research projects, and student support systems.
- **Phase III (2030–2035):** Consolidation of innovations, global benchmarking, sustainability initiatives, and impact measurement.

#### **b) Operationalization Structure**

- Set up an IDP Implementation and Review Committee chaired by the Vice Chancellor.
- Appoint IDP Nodal Officers for each enabler (Academic, Digital, Infrastructure, Research, etc.).
- Integrate IDP goals into Annual Plans and Budget Estimates (APBE) and Department Action Plans.

#### **c) Budgeting and Resource Mobilization**

- Allocate 2–3% of the annual budget specifically for IDP initiatives.
- Seek funding through UGC, RUSA, state government, CSR, alumni, and PPP models.
- Maintain a dedicated “Institutional Innovation and Development Fund (IIDF)”.

### **3. Monitoring and Evaluation Mechanism**

#### **a) IDP Dashboard**

- Create a university-wide digital dashboard with real-time KPI tracking by department.
- Provide role-based access for deans, heads, coordinators, and regulators.

#### **b) Quarterly and Annual Reviews**

- Conduct quarterly reviews at department and university level.
- Prepare annual IDP Progress Reports with analytics and qualitative insights.

### c) Mid-term and Final Evaluation

- Commission external evaluation in 2029 and 2034 to review outcomes and make recommendations.
- Publish an IDP Impact Report by 2035 to document transformational outcomes.

### 4. Key Performance Indicators (KPIs)

The following KPIs will guide measurement across the 10-year period:

Enabler Area	Sample KPIs
Governance	% of statutory bodies meeting regularly; stakeholder participation index
Finance	% budget utilization; funds mobilized externally
Academic	Number of NEP-aligned programs; student satisfaction scores
Research	Research projects funded; publications and patents count
HR	Faculty-student ratio; % staff with digital training
Networking	Number of MoUs signed; joint activities conducted
Physical Infra	Area added; accessibility compliance rate
Digital Infra	% LMS uptime; number of users supported
Support Systems	Dropout rate; counselling sessions conducted
Inclusion	% of learners from marginalized groups; PwD support effectiveness

### 5. Expected Transformations by 2035

- 100% NEP compliance across programs and policies.
- Over 1 million learners supported with inclusive, high-quality education.
- Recognition among top 3 open universities in India by NIRF and global rankings.
- Ecosystem of innovation, equity, sustainability, and learner empowerment.

## XVI. Conclusion

The Institutional Development Plan 2035 represents BAOU's ambitious yet grounded commitment to excellence in open and distance learning. Anchored in national priorities and global best practices, this IDP provides the strategic blueprint to transform the university into a model of inclusive, future-ready, and socially impactful higher education. Through dedicated leadership, collaborative action, and sustained innovation, BAOU will continue to empower millions with knowledge, skills, and dignity.

## **XVII. Executive Summary**

The **Institutional Development Plan (IDP – 2035)** of Dr. Babasaheb Ambedkar Open University (BAOU), Ahmedabad, envisions the transformation of the university into a leading institution of open and distance learning (ODL) that is inclusive, innovative, learner-centric, and globally benchmarked. Aligned with the **National Education Policy (NEP) 2020** and **UGC-IDP Guidelines**, the plan outlines a strategic roadmap for institutional excellence over the next decade.

### **Strategic Vision**

BAOU aspires to be a pioneer in providing equitable and lifelong learning opportunities, leveraging digital and physical infrastructure, academic reforms, research ecosystems, and inclusive student support. The university aims to serve over **1 million learners** by 2035 with a strong commitment to social justice and community empowerment.

### **Key Enablers and Objectives**

The IDP focuses on ten core enablers:

1. **Governance:** Strengthen participatory and transparent institutional structures.
2. **Financial:** Mobilize diverse funding sources and enhance fiscal responsibility.
3. **Academic:** Redesign curricula to be multidisciplinary, employability-driven, and NEP-aligned.
4. **Research & Innovation:** Promote impactful, interdisciplinary research and IP creation.
5. **Human Resources:** Enhance faculty/staff recruitment, development, and retention.
6. **Collaboration:** Build robust academic, industry, and societal partnerships.
7. **Physical Infrastructure:** Develop inclusive, accessible, and sustainable campuses and LSCs.
8. **Digital Infrastructure:** Deploy LMS, ERP, and AI-powered services to enable a seamless digital learning experience.
9. **Student Support:** Establish strong systems for academic, psychological, and financial support, particularly for marginalized groups.
10. **Monitoring & Evaluation:** Institutionalize KPI-based reviews and evidence-driven planning.

### **Implementation Strategy**

The IDP will be rolled out in **three phases (2025–2035)**:

- **Phase I:** Foundational reforms, audits, capacity building.
- **Phase II:** Expansion of programs, infrastructure, and outreach.
- **Phase III:** Innovation consolidation, global benchmarking, and sustainability scaling.

A dedicated **IDP Implementation and Review Committee** will coordinate operations. Resources will be mobilized through **UGC, State Government, CSR, PPPs, and alumni networks**, with 2–3% of the annual budget earmarked for IDP activities.

#### **Key Performance Indicators (KPIs)**

Performance will be tracked via a university-wide **digital dashboard** with metrics across governance, academics, finance, HR, infrastructure, digital platforms, research, and student services.

#### **Expected Impact by 2035**

- Full NEP 2020 alignment across all domains.
- Substantial growth in learner enrolment, retention, and success.
- Institutional recognition in national and global ODL rankings.
- A vibrant ecosystem promoting **innovation, equity, and sustainability** in higher education.

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