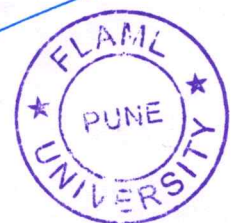


2019-20

# STRATEGIC PLAN: VISION 2025

2019-20

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### Message from the Vice-Chancellor

It is with great enthusiasm and a profound sense of responsibility that I present to you the 5-Year Strategic Plan of FLAME University. This plan outlines our vision for the future and the path we intend to traverse to realize it.

FLAME has not only been a pioneer but a beacon of liberal education in the country, championing critical thinking, intellectual curiosity, and the pursuit of knowledge unhindered by disciplinary boundaries. As we stand on the precipice of a new decade, it is imperative that we not only preserve these core values but also evolve to meet the evolving needs of our students and the world.

Our strategic plan envisions the introduction of innovative programs that reflect the dynamic nature of education and the workforce. These programs will equip our students with the skills and knowledge needed to navigate an ever-changing global landscape. We recognize that education is not a static endeavor; it must evolve to address the challenges and opportunities of the 21st century.

We are committed to expanding access to a liberal education. We will maintain our unwavering commitment to academic excellence, ensuring that every student who walks through our doors has the opportunity to excel and fulfill their potential.

A university's strength lies in the caliber of its faculty. We will invest in recruiting and retaining exceptional educators, researchers, and mentors who embody the spirit of liberal education. Our faculty will continue to push the boundaries of knowledge through pioneering research, inspiring the next generation of thought leaders.

Research is the lifeblood of our institution. We will foster a culture of research excellence, supporting our faculty and students in their quest to address pressing global challenges. Through interdisciplinary collaboration and innovative approaches, our research endeavors will have a tangible and transformative impact on society.

As we embark on this journey, we remain steadfast in our commitment to our core values: critical thinking, communication, respect for diversity and inclusion, good citizenship, and intellectual curiosity augmented by deep knowledge. These values will guide our actions as we strive to fulfill our mission of transforming lives and creating a societal upgradation phenomenon.

The 5-Year Strategic Plan is not a mere document; it is a roadmap for our collective future. It is a call to action, a pledge to our students, faculty, and the communities we serve. It is an expression of our dedication to liberal education and the role it plays in shaping informed, responsible, and compassionate citizens of the world.



I extend my deepest gratitude to the entire community for their unwavering commitment to our institution's mission. Together, we will chart a course toward a future where liberal education continues to shine as a beacon of hope, progress, and human potential.

Prof. Dishan Kamdar

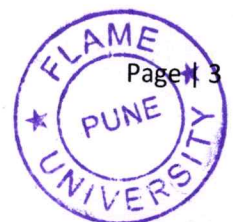
Vice-Chancellor





### **Scope and Ownership**

The Board of Management will be the final authority for the planning, implementation, and execution of the Strategic plan.



## CORE EDUCATIONAL VALUES OF THE UNIVERSITY

FLAME University's educational philosophy is anchored in liberal education. A system which has its roots in the ancient traditions of *Gurukul* system of India and the liberal arts (*trivium* and *quadrivium*) of classical Greece. This is a model of education that is prevalent in the west and is the most dominant model of higher education in the United States of America. Followed by top research universities and elite colleges, it is an idea that has withstood the test of time, and a significant percentage of the leaders in academics, industry, public life and in other realms of human endeavor have been trained in the liberal arts. FLAME is a pioneer of liberal education in India by adapting it to the Indian context. It is a unique concept which emphasizes on a pedagogy which develops broad habits of mind more than job specific skills. Liberal education as imagined by FLAME builds upon the traditional and blends with the practical. It lays stress upon the importance of interdisciplinary scholarship and self-reflection, with the freedom to exercise choice and learn through experience.

Broadly, liberal education seeks to achieve five objectives:

### **1. Develop lifelong habits of learning, thinking and effective communication**

A liberal education provides the tools to think clearly and effectively. Thinking clearly and more importantly, critically, constitutes the bedrock of a meaningful education. It strives to build an individualistic framework for students to ask the right questions and contemplate deeply for effectively addressing issues and problems. It aims to expose and train students in the various modes of thinking that can be applied to the issues arising in human affairs. By doing so, intellectual growth is achieved by application of these skills to examine, analyse and synthesize information from multiple sources. Through personalized attention and sustained engagement with faculty inside and outside of the classroom, the sense of curiosity is sought to be heightened and the habits of life-long learning are encouraged and fostered.

Thinking clearly and effectively cannot be divorced from effective communication, an important "soft" skill for success in life. By constantly demanding students to articulate their thoughts through writing and speaking, effective communication skills are sought to

be developed. Most courses, cutting across disciplines, demand work that involves writing, speaking and dialogue through papers, presentations and discussion. By constant practice of these skills and raising the bar as one progresses through the course, the ability to communicate clearly and effectively is honed and nurtured.

By emphasizing primarily on developing the habits of learning, thinking and communication, liberal education seeks to circumvent the danger of the irrelevancy of today's disciplines to address the problems of the future.

## **2. Provide exposure to knowledge from a wide canvas of disciplines**

The philosophy of liberal education is rooted in the unity of all knowledge. It operates in a multi-disciplinary framework and provides exposure to human knowledge through courses in the respective disciplines. It encompasses a wide gamut of areas, from the physical and natural sciences, to the fine and performing arts, humanities, social sciences and their derivatives such as Business and Law, with emphasis on the ideas and tools used in these disciplines. For instance, through courses within the physical & natural sciences, students become familiar with linear, rational & experiment-based thinking with an enhanced understanding of the scientific method along with advances made in the understanding of the universe and the science behind modern technological progress. Courses in the fine & performing arts enable students to develop their aesthetic sensibilities & understand the intricacies of different forms of artistic expression. Through, courses in the social sciences and humanities, students develop an understanding of events that have shaped the past, and the forces that are shaping the present. In addition to the broad exposure to the various disciplines, students learn how to apply the knowledge gained from the study of one discipline to another for better understanding.

## **3. Provide skills for deeper understanding of areas of interest**

Liberal education not only provides a broad knowledge of various disciplines but also provides an excellent base with relevant skills to delve deeper into areas of one's interest. By declaring a major and minor field of interest, it provides a wide choice of disciplines to specialize in. By choosing such combinations in their intellectual pursuits, students are able to discover interconnections between branches of knowledge and acquire a deeper

understanding of the issues that they face. At the same time, they learn valuable skills to function effectively in the jobs of today and acquire knowledge that are relevant to the professions of tomorrow.

#### **4. Develop Tolerance, Inclusion and Civic values**

Liberal education does not restrict itself only to intellectual advancement. It aims to increase awareness and understanding of the similarities and differences between people within a society and between societies through curricular and ancillary courses. By doing so, barriers to inter-personal engagement and cooperation is sought to be broken for success of the self and the society in an increasingly globalized and inter-connected world.

Civic engagement through discharge of duties of citizenship is critical to the success of society and fulfillment of the potential of the individual. Liberal education aims to nurture sensitive, informed, ethical, and responsible individuals who use their knowledge to bring about a positive and sustainable change in their own society and the world at large.

#### **5. Enhance life and leadership skills**

Practical skills for navigating daily life coupled with initiative and risk-taking ability, self-motivation, integrity, dignity and life-balance are essential to lead a successful life. A liberal education program aims to develop awareness of the self by providing skills to lead a life of fulfillment and direction, enhance communication and interpersonal skills, instill the ability to solve problems and resolve conflicts, explore opportunities, design and execute career plans, and provides multiple avenues for the practice of leadership skills.

### **EXISTING SCHOOLS AND PROGRAMS**

With a unique program structure in the Indian educational landscape, the University currently offers 19 majors and 21 minors in fields as diverse as those in Business, Communications, Design, Social Sciences, Mathematics, and Performing arts at the undergraduate level. At more than 250+ major-minor combinations leading to B.A, B.Sc, B.B.A degrees, the program is unparalleled in the country. At the master's level, the MBA offerings are committed to developing management professionals who are competent in their chosen domain, sensitive to the environment and culture, responsible members of



their communities, ethical in all doings and global in their outlook and approach. The program achieves these objectives by having very rigorous academic processes, updated and relevant curriculum, liberal education courses, extensive industry interaction, sports and vibrant student activities in a residential setting. Whereas the degree awarded is depends on the choice of the major, the duration of the program is dictated by UGC policies. The liberal education framework ensures that the education received goes far beyond the ordinary connotations of the degree that is implied in the Indian context.

The pedagogy innovatively employs a wide array of methods for effective learning. The innovations are not just restricted to program structure or pedagogy. The curriculum is revisited regularly to incorporate the latest advances in the field. Delivered by highly qualified faculty with PhD's from leading institutions within India and outside, the learning environment at FLAME is dynamic and exciting. The faculty at FLAME are eminent scholars who are expected to contribute significantly to research in addition to innovating in pedagogical practices. Not only are they eminently capable teachers but also compassionate mentors to students. The pedagogy which involves hands on experience in the faculty's research interests is an integral part of the liberal education philosophy at FLAME. Such practices while it mirrors that of the best institutions in the world is a far cry from the standardized system followed in Indian universities. The lack of common ground between Indian universities and the programs envisaged at FLAME gives rise to the pressing need of increased autonomy to enable it to deliver its innovative and unique program and, become a world class institution of higher learning and research.

### **FLAME SCHOOL OF LIBERAL EDUCATION**

FLAME School of Liberal Education (FSLE) currently offers intensive undergraduate (B.A., B.Sc.) programs in humanities, social sciences, economics and physical and natural sciences. Led by our esteemed faculty, FLAME School of Liberal Education offers courses in disciplines like history, philosophy, art, mathematics, political science, religion, and other interdisciplinary areas. FLAME School of Liberal Education consists of the following disciplines:

- Physical & Natural Sciences



(Embracing disciplines like Mathematics, Chemistry, Physics, Biology, Ecology, Geology, Geophysics, and Atmospheric Sciences)

- Humanities

(Embracing disciplines like Literature, History, Philosophy, Cultural Studies, and Art Studies)

- Economics
- Social Sciences

(Embracing disciplines like Psychology, Political Science, International Relations, Sociology, and Anthropology)

### **Plan for the Future:**

The School is the hub of liberal education at FLAME University. While it primarily consists of the conventional disciplines of the liberal arts and the sciences, it oversees the delivery of the broad liberal education framework across all the schools of the University. It plans to offer new majors in addition to the many that it already offers, including multiple interdisciplinary majors and make the program more experiential and research oriented. Some of the successful activities of the school such as the Development Activities Program and the Discover India program which provides exposure and research opportunities on socio-economic issues and cultural heritage of India, will be bifurcated into different centres for more focused direction (see new proposed centres). While the program is unique in the country, it has been handicapped by the cap of 3-year duration imposed on the undergraduate degrees which lead to a B.A., B.Sc. or B.B.A, while 4-year programs are permitted in professional courses. In the liberal education framework of FLAME University, the degree is incidental and derived from the major area of specialisation. While the nature of work may differ, all degree programs demand comparable amounts of effort. The University's goal is to deliver the best education possible, comparable to that offered by the leading institutions of the world, and this requires a minimum of 4-years to achieve its objectives. FLAME proposes to have a 4-year undergraduate program in all areas of specialisation (see later for structure). In addition, it will start masters, integrated masters,

and doctoral programs in the thrust areas of the School and will work closely with other schools and centres for collaborative interdisciplinary research activities.

**Faculty Strength and Research:**

- Recruitment of faculty shall respond to maintaining a student- faculty ratio of 12:1

**Research Goals:** From 2020 onwards,

- Achieve on an average one publication per faculty in leading indexed journals.
- At least 2 international conferences and 4 national level conferences per annum will be conducted in partnership with leading institutions.
- An average of one doctoral student per faculty by 2028.

**FLAME SCHOOL OF BUSINESS**

FLAME School of Business (FSB) is rooted in liberal education. The school offers undergraduate (BBA) and postgraduate (MBA) that are tailored for the ever evolving, constantly changing globalized business environment of today. Throughout, students will develop the fundamental skills and knowledge that managers need to lead complex organizations. The programs offered by the school covers all the areas in management sciences such as marketing, finance, accounting, organizational behavior, business policy and strategy, operations management as well as areas in humanities, social sciences, foreign languages, and creative arts for a well-rounded and holistic development of the students. FLAME School of Business is committed to develop management professionals who are competent in their chosen domain, sensitive to the environment and culture, responsible to the communities, ethical in all doings and global in their outlook and approach. FLAME School of Business will achieve these objectives by having very rigorous academic processes, updated and relevant curriculum, global courses and extensive industry interaction. FLAME School of Business consists of the following areas:

- Finance
- Marketing

- Human Resource Management
- Operations

**The Plan for the Future:**

The School of Business shall devote more resources for making an impact in the real world by taking upon research projects and developing deep relationships with its stakeholders in business, the government and the community. It will engage with the industry through training programs for all levels of leadership, take on consultancy assignments to solve real-world business problems and innovate new programs in emerging areas. It shall partner with other schools such as Design, Liberal Education, Investing or Entrepreneurship on projects which require multi and interdisciplinary perspectives. The following areas shall form the core focus of future endeavours:

1. Microfinance
2. Mathematical finance
3. Monetary Policy
4. Banking
5. Insurance
6. Operations Research
7. Rural Markets
8. Retail Marketing
9. Organizational behavior and Leadership Studies
10. Data Analytics

Research in these areas will be complemented with concentrations in the undergraduate and postgraduate programs.

It will also begin short and long term executive development programs, conduct training for corporates and run doctoral programs in all areas falling under its research interests.

**Faculty Strength and Research:**

- Recruitment of faculty shall respond to maintaining a student- faculty ratio of 12:1
- As an applied school, clinical faculty who have occupied leadership positions at mid- or top level of the industry will constitute at least 20% of the total faculty strength.

**Research Goals:** From 2021 onwards,

- There shall be as many case studies prepared per annum as there are faculty members
- Achieve on an average one publication per faculty in leading indexed journals.
- At least 2 international conferences and 4 national level conferences per annum will be conducted in partnership with leading institutions.
- An average of one doctoral student per faculty by 2028.

**FLAME SCHOOL OF COMMUNICATION**

FLAME School of Communication(FSC) promotes, nurtures and develops independent thinking, creative, effective and responsible communicators and managers in different media. This is done in an environment that encourages students to explore new ideas in content and form, and to experiment and re-examine ideas on an ongoing basis. FLAME School of Communication meets the long-felt need for providing high quality education in the art and business of communication and media. It offers undergraduate (BA, BBA), postgraduate (MBA) programs tailored towards communication management.

The school offers 4 specialisations in the areas of 1) Advertising and Branding 2) Digital Marketing and Communication 3) Film and Television 4) Journalism

**Plan for the Future:**

The School will make all efforts to strengthen its offerings in the media and communication space. It aspires to be the leading institution in the country in communication studies. It will bridge the gap between idea and action, knowledge and practice, and produce outstanding graduates, impactful research and will be known for the quality of its faculty

who are drawn from the industry. As the faculty grows in strength (see plan below), the school aims to start executive development programs for mid-career professionals and doctoral programs in the research areas of interest.

**Student Intake:** The student enrolment projection is based on the new 4-year program structure of the undergraduate program whose details will be given in the section on proposed programs. It also includes masters and 4-year doctoral programs.

**Faculty Strength and Research:**

- Recruitment of faculty shall respond to maintaining a student- faculty ratio of 12:1
- As an applied school, clinical faculty who are distinguished professionals will constitute at least 30% of the total faculty strength.

**Research Goals: From 2020 onwards,**

- There shall be as many case studies prepared per annum as there are faculty members
- Achieve on an average one publication per faculty in leading indexed journals.
- At least 2 international conferences and 4 national level conferences per annum will be conducted in partnership with leading institutions.
- An average of one doctoral student per faculty by 2028.
- Regularly publish articles or produce shows of general interest in print, digital and other forms of mass media.

**FLAME SCHOOL OF FINE AND PERFORMING ARTS**

FLAME School of Fine & Performing Arts has very specific objectives all of which are toward making FLAME a university of excellence in the teaching and promotion of classical, folk and contemporary fine and performing arts, through an interdisciplinary approach. We aim to encourage innovation and opportunities that challenge the existing norms of teaching arts in India. We provide an education in fine & performing arts through a unique pedagogy and interaction with the arts of other countries and collaborations with

institutions of art from around the world. FLAME School of Fine & Performing Arts offers undergraduate programs in dance, music and theatre.

The school currently offers introductory and specialised courses in the Arts, Design, Music, Theatre and Dance.

**The plan for the future:**

For a more focused orientation, the School shall be bifurcated into two schools 1) School of Fine and Performing Arts and 2) School of Art and Design.

The current faculty strength remains strong at 8 being composed of distinguished artists, designers, actors, singers and playwrights who have made a mark in their respective areas. The University's thrust to promote the arts will see significant additions to the faculty pool. It shall co-opt leading intellectual practitioners as adjunct-faculty for a much richer faculty body. The School will also focus on preservation of ancient art forms and promote them for posterity.

The University will sponsor at least 2 productions every year which will showcase the richness of Indian talent in the fine and performing arts space.

The faculty will be expected to collaborate with scholars and practitioners from across the globe and the expected outcome shall be either a joint production or publication worthy research papers or both.

The School of Fine and Performing Arts shall not be judged by the enrolments in the school but by the quality of its scholarship and its practical output. The school shall continue to add offer courses as minors and the decision to launch a Major program will be taken in 2022.

## **INTER-DISCIPLINARY RESEARCH CENTRES**

FLAME University currently hosts seven research centres that work at the interface of disciplines to advance high quality research in thrust areas. The following centres at the university facilitate and pursue cutting-edge research by continuously promoting and

enhancing the University's research capacity through various academic initiatives. Amongst others, these include developing networks with researchers and research centres; building linkages with industry; providing interdisciplinary training for undergraduate and postgraduate students; and by reaching out to the leading researchers internationally to augment University's contribution to the community.

### **Centre for South Asia and South East Asia**

The Centre for South Asia will be one of the few locally situated centres in the country to further research on the Indian region. The centre will aim to expand insights through research, teaching and development. The Centre explores contemporary issues in the South Asian region through research, outreach, and discussion. It also aims to establish a resource centre for students and researchers in India and abroad and encourage the exchange of research and resources in India and abroad through a variety of activities such as scholars-in-residence programs for South Asian scholars from FLAME University and outside; collaboration for research projects; and organizing symposia, conferences, lectures/talks, performances and screenings.

### **Centre for Mathematical Modelling**

The aim of the Centre is to promote teaching and research in applied mathematical sciences, including the social sciences, with particular emphasis on practicality combined with academic interest. The focus will be on cross-fertilization and adaptation of ideas and techniques culled from various disciplines such as Mathematics, Statistics, Theoretical Physics and Computational Sciences for the solution of problems in various fields of academic endeavor and industrial importance.

The scope of its research interests is diverse and will confront challenges in various areas of the physical and natural sciences, industrial problems, and in social sciences where the importance of mathematical modelling and computation is increasingly being recognized and appreciated.

In the coming years, it plans to undertake both long-term and short-term research and consultancy projects on theoretical exploration and mathematical modelling of various systems and processes arising in natural, applied and social sciences, including finance. In addition, it will be coordinating /supporting the activities such as Meetings/Conferences, Lecture Series, and build academic relationships with other institutions.

### **Centre for Case Development**

The case method of teaching has gained popularity in Education, Law, Medicine, Management, Psychology, Sociology and several other professional and non-professional disciplines. This has led to a proliferation of repositories like HBS Educator, ECCH, Science Case Network, Asian IT Cases Series etc. from where teachers can source cases for their courses and also contribute cases for wider dissemination. At FLAME, the case is one of the dominant pedagogies that are employed.

The Centre for Case Development intends to become a repository of cases across multiple disciplines by providing necessary infrastructure and encouragement to FLAME's faculty members for case writing. The Centre's mission is to "Emerge as a well-known repository of quality cases by 2025 in all such professional disciplines which are taught at FLAME and where case method of teaching can be successfully deployed.

The Centre encourages the writing of cases in the following areas: Accounting, Anthropology, Archeology, Economics, Education, Entrepreneurship, Environment, Finance, Human Resource Management, Information Systems, International Studies, Law, Management, Marketing, Media Studies, Organizational Behaviour, Operations, Psychology, Supply Chain Management, Sociology etc.

### **Centre for Earth and Environment**

With the growth of the population globally and in India, several critical environmental issues need to be addressed. These include the management of water resources, climate change, contamination and pollution of our environment, and food and energy needs

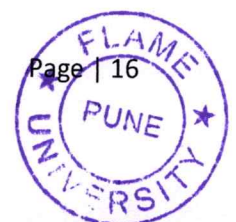


amongst others. Through the Centre for Earth and Environment, FLAME expects to address a number of these critical issues.

The Centre for Earth and Environment will use a multi-disciplinary approach combining methods from the natural sciences, the physical sciences, the social sciences and the humanities to understand issues dealing with the current state of the environment at various levels. Our goal is to understand the environment and important environmental issues by emphasizing both scientific concepts and applications together with socio-political aspects of these issues. Additionally, activities of the Centre will incorporate field experience, hands-on project management, and collaborative research undertakings in India and abroad.

### **Centre for Public Policy**

The FLAME Centre for Public Policy (FCPP) has been conceived to create an impact in the academic-practicum domain of Public Policy by delivering cutting-edge inter-disciplinary education, research and engagement of civil society for influencing public opinion. FCPP exists to spread knowledge and awareness among faculty and students through the promotion of research, training and dialogue among key stakeholders in larger society. This will be made possible by delivering superlative education and conduct research relevant for policy recommendations; training and mentoring future leaders in formulation and execution of policy through world-class programs; and engaging with stakeholders to affect public policy through publications such as discussion papers, working papers, occasional papers, books, articles and organizing symposiums, special lectures, etc. As an inter and multi-disciplinary Centre for training and research, it will harness faculty strengths from different schools and Centres in the execution of research projects that impacts the community and the nation.



## SWOT

Strengths	<ol style="list-style-type: none"> <li>1. Established by a highly successful individual as an act of philanthropy.</li> <li>2. Leadership has demonstrable capacity and commitment to translate vision into action.</li> <li>3. Anchored in liberal education whose essence is interdisciplinarity.</li> <li>4. Primarily focussed on the social sciences, humanities, fine and performing arts, law, natural sciences, mathematics, business and communication which allows it to concentrate all its efforts without distractions or feeling of neglect that certain disciplines face in relation to other glamorous disciplines in large universities.</li> <li>5. Strong commitment to impactful research through generous funding and financial incentives for high-quality publications.</li> <li>6. A world class state of the art residential campus designed to facilitate inspired teaching and research with a vibrant student life.</li> <li>7. Committed to making a difference in society through applied research with ample funding available for this purpose.</li> <li>8. Fully secure residential campus with 24/7 comprehensive CCTV surveillance designed to facilitate inspired teaching and research.</li> <li>9. Cosmopolitan culture enabling student's learning in a multicultural environment.</li> <li>10. Located in a beautiful sylvan valley in Pune, which is a major educational, industrial and research hub and also among the safest and most liveable large cities in India.</li> </ol>
Weakness	<ol style="list-style-type: none"> <li>1. Young institution with a limited number of alumni</li> <li>2. Doctoral program has not been launched</li> <li>3. Enrollment of foreign students is on the lower side</li> <li>4. Difficulty in obtaining patents due to a less diverse faculty pool</li> </ol>
Opportunities	<ol style="list-style-type: none"> <li>1. As a pioneer of liberal education in India, the university can play a significant role in shaping the destiny of the next generation of global leaders</li> <li>2. Increasing appreciation of interdisciplinary educated manpower, the University can be a strong resource for training and capacity building of professionals</li> <li>3. With its world class infrastructure, the university can attract foreign students and also stop brain drain from the country</li> </ol>
Threats	<ol style="list-style-type: none"> <li>1. Liberal education is a niche area with low awareness among the young about its benefits. A rise in the number of similar institutions may divide the prospective student pool leading to lower enrolments. To address this, it is imperative for FLAME to achieve the highest standards in the quality of its education and research and build a global reputation for itself so that it is always the first choice.</li> </ol>

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|  | <ol style="list-style-type: none"><li>2. There is a danger of some of the fields of study becoming obsolete or irrelevant in the coming years.</li><li>3. Liberal education is not well known in the country.</li><li>4. With a large number of institutions opening in the country, attracting talented faculty is a challenging.</li></ol> |
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## **STRATEGIC PLAN**

The plan targets areas which strengthen our offerings and conceptualize newer ventures. While the rapid pace of technological development is changing the landscape of education globally and more so in India, it is important for a young and aspirational university to re-imagine the future of education. At the same time, FLAME is aware of the inertia that besets the traditional universities in India. It is a challenging prospect for any university to be a more productive knowledge creator and provider by bringing in global best practices and innovate in the local context. To be a great university demands paying attention to the many branches of knowledge that play a role in human affairs, and be a catalyst for the making of great careers. As many new universities establish their presence in the landscape, it is also important to envision the ways with which this university can become competitive and sustainable. It is absolutely clear that a university that does not want to make maximal societal impact cannot sustain for long. That the ways of impacting society change with the times has to be recognized while anticipating future challenges and the University should be agile and nimble in confronting them.

It is also absolutely clear that a great university is known for the strength of its faculty. FLAME University shall take all possible steps to promote the quality and quantity of research and knowledge production by attracting scholars working in thrust areas from across the globe and providing them cutting edge facilities and incentives for doing impactful research. While a university cannot survive without its students, it is important that student experience has to be transformational while giving the skills and knowledge to operate in an increasingly confusing and complex world. While a great academic experience is absolutely essential, student life on campus has to be made more meaningful and enriching in the modern era when online and on-demand education is threatening the very foundation of knowledge delivery that had remained unchanged for ages. To make residential education more effective, the quality of student life has to be significantly improved by incorporating technological advances while strengthening traditional student guidance mechanisms. The University's strategic vision has 4 broad objectives:

- 1. Reimagine the future Indian University**
- 2. Invest in faculty for impactful teaching and research**

3. Transform student lives
4. Enable social change through disruptive innovations

### 1. REIMAGINE THE FUTURE INDIAN UNIVERSITY

The reluctance of the leaders of the newly independent country in the early decades to engage with the world and be recognized for what it truly is and fulfill its potential, has been overcome in the last two decades as India has opened its doors and embraced globalization. The animal spirits of its citizens and the nation as a whole has been unleashed with a significant population of Indians seeing themselves as world citizens who are uncompromising in their quest for the best. To meet current needs and future challenges, the nature of the Indian University as it exists is no longer sustainable. FLAME University seeks to face the challenge head-on. The demands of the modern era are such that the traditional academic structures and processes have to be reoriented to be more responsive to the needs of the present and future generations. FLAME while delivering a world class education is not only meeting the aspirations of those who seek a globally competitive education but also saving **valuable foreign exchange** and stemming the brain drain.

While technological disruptions are causing confusion in the minds of many educators, FLAME University strongly believes that the ancient tradition of ***Guru-Shishya parampara*** holds as much relevance today as it did earlier. The mentorship of young minds cannot happen in a herd. As it stands presently, the student faculty ratio is 9:1 and **FLAME commits itself to never exceed the student faculty ratio of 10:1**. At the same time, it is not difficult to imagine being part of a herd in large university systems whose numbers rival that of small towns. The *Guru-Shishya* culture cannot be sustained under the anonymity afforded by large systems. FLAME acknowledges this reality and has **consciously decided to be a small or medium university known for the world class quality of its faculty and students rather than its numerical size**.

A less acknowledged fact about academia is its tendency to resist change and perpetuate traditional structures. While technology disrupts learning and the silos

between disciplines vanish rapidly, it is imperative for the future university to reject traditional configurations and embrace more flexible academic units in order to be prepared for tomorrow. Towards this goal, FLAME University has adopted and will continue to adopt new academic structures that are inter-disciplinary. While the current degree programs are designed to enable students to take courses across schools or be enrolled in more than one program, it will be extended to include program offerings from new schools. An outcome of this shall be the integration of different conventional departments which will enable much stronger collaborations that can respond quickly to today's needs and challenges while facilitating inter-disciplinary research. This will require the establishment of new schools and research centres such as those in law and computational sciences and other inter-disciplinary areas while strengthening the existing ones.

FLAME University embodies the spirit of *Vasudhaiva-Kutumbakam* but also envisions itself of not just serving the needs of the nation but also that of the world. It will open its doors to students and scholars from around the globe through international collaborations and inviting students and faculty to study and work here. At the same time, it will strive to ensure that a **significant proportion of the students are immersed in a foreign culture through study abroad programs**. It will aim for diversity not just in terms of race, ethnicity or citizenship and be a microcosm of the world but also in attracting students of different age groups and diverse educational goals.

The University's stakeholders also includes the community it serves. **FLAME will engage and partner with businesses, governments and other bodies to jointly find solutions to problems through collaborative projects and facilitate students' entry into the economy**. FLAME has currently partnerships with multiple universities across the world for student and faculty exchange. It will strengthen these relationships for cooperation in research and will seek to partner with top institutions of the world for joint research in thrust areas of common interest.

Education should not only enable students to start a career of their choice but also prepare them to face the prospect of multiple careers in the future. This requires strengthening the liberal education curriculum which provides the foundational framework for all educational initiatives at FLAME and adapt it to make it contemporary and future-ready.

**The future self of FLAME shall be one of the leading institutions of the world and will strive relentlessly to better itself.**

FLAME's vision is ambitious. It will require dedication, single minded focus and cooperation from all its stakeholders to achieve targets and be agile and nimble to make course corrections in its journey towards the goal of being an institution of distinction.

#### **NEW INITIATIVES: New Schools and Centres**

In addition to the existing schools with the exception of Fine and Performing Arts which should be bifurcated into two divisions of Art and Design, and Performing Arts, the following shall be in operation and thriving in the next 5 years and will be known for their scholarship and achievements.

- School of Design

#### **Proposed Multi and Interdisciplinary Centres**

- Centre for Indic Culture and Heritage
- Centre for Social Impact

## **2. INVEST IN FACULTY FOR IMPACTFUL TEACHING AND RESEARCH**

FLAME's foundational philosophy of liberal education cannot succeed without having committed and competent faculty. The quality of faculty is what drives Excellence. The **University's emphasis has been, is and will be on attracting, and supporting talented and productive faculty** in whose achievements reflects the institution's success.

FLAME will harness its traditional strengths while also responding to the changing environment and educational goals. While strengthening the disciplines relevant to this age, it will emphasise on interdisciplinary focus in the arts, hard and soft sciences, business, and humanities. This requires recruiting faculty members whose interests span multiple disciplines or areas and can work across departments, schools or University wide on themes of interest to the institution and the nation. **FLAME will constantly look out for significant emerging disciplinary trends and move swiftly to hire the best brains in these areas and allocate resources to build supporting facilities.** In this goal, FLAME will strive to be proactive instead of being reactive to other's actions.

An inspired, distinguished, and diverse faculty body is core to the University's aspiration. The University will create an environment that enables the faculty to succeed in their teaching and research, and incentivize it by rewarding high quality work as evidenced through publications in high impact journals and citations. **It will focus on retaining and hiring stellar faculty by providing rich work-life balance and an exciting intellectual environment in which interdisciplinary scholarship, innovative pedagogy and inspired service to the community are integrated for maximal impact.**

**In the next 5 years, the University will seek to recruit scholars of international repute from across the nation and the world. As per the plan, FLAME will add at least 300 faculty members in the next 5 years and the targeted faculty strength will be at least 600 by the end of 5 years.** It will constitute at least 20 new chairs in thrust areas of the university. Innovative recruitment processes will be adopted for the absorption of exceptional faculty or groups of faculty in targeted areas.

To bridge the gap between theory and practice, clinical faculty, who have significant real world experience in their respective professions will be recruited in appropriate programs. This will not only enrich student experience, but will provide a platform for pure academicians to test the relevance of their theories against the pragmatic wisdom of the clinicians leading before disseminating it to the wider world.

FLAME will strengthen the post-graduate programs in the research areas of the faculty. While it may revisit the relevance of graduate programs that do not lead to sustainable careers, it will introduce new programs in response to emerging developments and changing needs. At the same time, FLAME will strengthen its offerings and continue to invest in areas where the strengths of FLAME faculty resides.

Most faculty members will be expected to immerse themselves in inter-disciplinary research. An enabling mechanism for this would be to give faculty members joint appointments with multiple schools and centres which work in areas of their interest. New centres will also be created in response to emerging trends.

In addition to external funding for projects, FLAME will also allocate substantial amount of money for supporting faculty projects.

### **3. TRANSFORM STUDENT LIVES**

Education at FLAME seeks to be transformational and the liberal framework is the tool to achieve this goal. The university's raison d'être may be knowledge creation but it is meaningless if it is not passed on to be preserved for perpetuity and no one can use it to make the world better than it is. A world-class university is not only known for the quality of its faculty but by the promise, talent, and exceptional achievements of its students. **At the core of FLAME's beliefs is the centrality of the student in the knowledge creation process.** The delivery of education happens to be in a state of the art residential setting, where importance is placed not only for learning inside the classroom but also equal emphasis is to be placed on learning outside of it.

Transforming student's lives cannot happen by following the conventional pathways meant for the delivery of skills. The pedagogy in FLAME is a radical departure from the present university system of education in India. It demands innovation in teaching methodology, curricular enhancements to incorporate inter-disciplinarity, with flexible and nontraditional assessment procedures to evaluate student performance in accord with course objectives. The learning environments place an emphasis on discovery-based instruction, and to guide students into satisfying careers. This takes place with small class sizes that normally do not exceed 30, close student-faculty contact in terms

of academic counseling, mentoring, and paying personal attention to the progress of students. The academic environment strives to promote student success by encouraging them to pursue research early on in their studies.

The residential setting is integral to the learning process at FLAME. Inspired by the **Gurukul** concept, it enables the students to live in communities and gives opportunity to a whole new facet of learning, that of the out-of-classroom experience, where learning is contextual. We live in societies that demands participation by its members to manage its affairs. Liberal education prepares students to becoming good and responsible global citizens and their journey begins from home. Here they learn to participate actively in student government. They not only learn to run the affairs of their communities in a democratic environment but also to help their fellow citizens in assimilating themselves into the community. It provides an opportunity to bridge the gap between theory and practice.

The student experience shall not be compromised to the lure of high student enrolments. Life changing education needs learning environments that are personal and unique. The university is committed to providing state of the art and world class personalized living and learning environments for more effective educational experiences. This perforce restricts the size of the university to be small or medium sized.

FLAME is committed to creating vibrant residential communities that bring together students and faculty with common interests where students gain valuable opportunities in small intimate environment to be leaders and good citizens. Such arrangements will increase the interactions between faculty and students paving the way for non-conventional and unique opportunities.

Through the faculty mentorship program, where committed faculty members who are passionate about making a difference, give students personalized attention, academic advising and life skills.

The use of technology has the paradoxical consequence of making things impersonal and at the same time enabling closer and frequent exchanges. The latest technology

will be deployed to provide academic support, advising and counselling services to advantage students for academic and professional success.

#### **4. ENABLE SOCIAL CHANGE THROUGH DISRUPTIVE INNOVATIONS**

Universities cannot be ivory towers oblivious to the challenges faced by the world outside. Its obligation to society transcends the academic knowledge it imparts to its students. As temples of learning, repositories of knowledge, and purveyor of good values, it has a responsibility to engage with the community to resolve the issues they face and solve their problems. It has to fulfill the duties of promoting lifelong commitment to good citizenship and social responsibility to its students. FLAME, while it sees itself as a global school, is well aware of the context within which it operates. It was established as a reaction to the deficiencies of the conventional education system which has undervalued the importance of good citizenship. **FLAME University's mission is to be a driver of change and enable the development of vibrant communities at the local and national level.** It will be an integral part of the local community and catalyse its pace of progress. In association with various arms of the University, **it will take measures to improve educational opportunities, promote sustainable and environmentally friendly practices, generate employment opportunities, speak for the marginalized, fight against social discrimination, and be the locus of art, music and cultural activities.**

As a University that encourages innovation and fosters a community of talented students and scholars, it becomes imperative as a responsible institution that some of its practices benefit the community. FLAME through its centres and schools will drive social sector innovation and equip the next generation of leaders and thinkers with the tools and knowledge to leave a lasting impact on this planet. It will mobilise the resources of the school of entrepreneurship and business for innovative socially relevant enterprises which make a difference to the community and the livelihoods of the underprivileged.

## **NEW UNDERGRADUATE PROGRAM**

An undergraduate program based on liberal education requires a minimum duration to be 4 years in order to achieve the objectives of the program. The University Grants Commission designates the BA, BSc and BBA degrees as 3-year programs. As a consequence, it is extremely challenging to provide deeper exposure to a wide range of areas and incorporate multiple curricular and co-curricular activities for the development of self and leadership qualities.

### **4-year Undergraduate Program:**

All undergraduate programs in FLAME University will have a common framework which shall be a 4-year full time residential program for students who have passed their 12th or equivalent examination. The program emphasizes mentorship, research and participatory learning. The undergraduate programs will provide every student with flexibility, teamed with interdisciplinary learning and cross-specialization. Every student will be assigned a faculty mentor who will advise the students on all academic matters.

## **NEW MASTERS PROGRAM IN ECONOMICS**

The new paradigm of knowledge creation hinges on blending core knowledge with technological innovations. The massive technological disruptions that have taken place in the past few decades have been stimulated by advances in computational technologies. This has led to an exponential growth in data availability paralleled with rapid advances in computational speed. Therefore, the M.Sc. program in Economics is designed to create a knowledge base to analyze economic problems with modern data science methodologies. Data science has become increasingly important for economists working with big data to address complex questions. Therefore, the modality of the program will be based on creating transferable skills across several fields and integrate activities that develop the ability to work with real problems using real data. The program will combine these two interdependent areas to allow researchers to access and process big data using advanced econometrics and computational techniques to answer questions from varied areas in economics such as development economics, environmental economics, health economics, macro and financial economics, behavioral economics, and international economics.



During the first year of the program, students will go through an extensive training in the core areas of economics such as microeconomics, macroeconomics, mathematical economics, and econometrics. They will also take several courses on data science to hone their skill. During the summer break, they will also undertake an internship as a part of the Summer Internship Program (SIP). SIP is a four-credit mandatory program (6-8 weeks) for the students where they are required to intern in a professional ecosystem corresponding to their interests. SIP will provide a platform for the students to integrate classroom knowledge with the related practical applications and skills in a professional ecosystem. It will provide an opportunity for the students to be an integral part of real-time situations that provide practical learning and provide a perspective on the future career path the student would like to pursue. Students are also required to actively participate in the research seminars and workshops organized by the School.

Students can choose from several electives during the second year, including some emerging areas such as behavioral economics, experimental economics, health economics, informal economy, and financial technology. FLAME master's program in economics will also provide a unique experiential learning opportunity through its flagship Ideas for India Program (IIP). In this course, students will conceptualize, design, and analyze contemporary issues related to the Indian economy and undertake a week-long field visit to materialize their ideas and present their findings to a wide audience. During the second half of the second year, they will also pursue a dissertation in their respective subfields under the mentorship of highly skilled faculty advisors would give these students a strong foundation for writing their dissertation and preparing for their future careers.

## **STRUCTURE AND CURRICULUM**

The curriculum will transcend traditional disciplinary boundaries and be dynamic and responsive in incorporating the latest developments. Course work consists of a blend of core and elective courses.

### **Highlights**

- The duration of the program is 2 years and maximum time to complete is 4 years.

- In the first year, students are exposed to the advanced concepts in the discipline of the specialisation along with interdisciplinary courses.
- By the end of the first year, students choose a topic and identify an advisor for their dissertation that they are expected to work on in the second year.
- In the summer of the first year, students will have to mandatorily complete an industry/research internship.
- Students spend the 4<sup>th</sup> semester year pursuing a significant research project and submit the dissertation/project to partially fulfil the requirements of the program.
- Dissertation/Project is mandatory.
- A minimum of 76 credits has to be earned to be eligible for the degree.
- After successful completion of the program requirements, the student will be awarded a MSc in Economics.

## **DOCTORAL PROGRAMS**

The doctoral program provides an opportunity to the students to dwell deeper and make significant advances in the area of interest and explore interdisciplinary topics in an enabling and supportive environment.

The program is flexible in nature where students design their own course of study in consultation with the advisory committee which consists of two or more faculty members representing the student's area of interest. Entry requirements to the program shall be a high scoring bachelor's degree or a master's degree in a relevant area.

The program duration is a minimum of 4 years with coursework. Coursework has to be completed within two years after being admitted to the program. Certain courses may be waived off for those with advanced degrees in the subject. After the culmination of coursework, students have to pass a comprehensive examination following which they devote themselves to their research. Joint research work in collaboration with other schools or institutions outside of FLAME is possible.

Students are expected to submit a dissertation with original work and should have publications in leading journals to partially fulfil the requirements of the degree. They are expected to defend their work publicly at the culmination of the program.

Full-time doctoral students will receive financial support in the form of a tuition waiver and a stipend for the first 5 years of the program.

The duration of the program shall not exceed 7 years.

- Admit students from 2021 onwards.
- Areas to be offered include those disciplines where there is a critical mass of faculty
- Areas of specialisation include Computational sciences, Management, Social Sciences, Humanities to begin with
- Generous fellowships and research funding to be made available.

## **PROPOSED SCHOOLS**

### **SCHOOL OF COMPUTATIONAL AND DATA SCIENCES**

The school of computational sciences is envisioned to be a leading centre for education and research and a preferred destination for students who seek a humanistic education in order to make the maximum impact in our understanding of the universe and the pressing issues facing mankind. It shall strive to be a destination of choice for faculty due to the creation of an enabling environment and provision of multiple opportunities to pursue interdisciplinary and cutting-edge research while encouraging the seeding and nurturing of innovations that make a meaningful impact on the community. It will provide a platform for students and faculty to symbiotically contribute towards each other's learning and research leading to a collaborative culture geared for excellence.

The school will be establishing state of the art laboratories and computational facilities for the pursuit of research and teaching. The courses shall be current, relevant, and multi-and interdisciplinary in its scope. While its main focus is in the 'hard sciences', it shall not hesitate to collaborate with the 'soft sciences' for ensuing maximum impact on society.

**OBJECTIVES:****1. Be among the leading education providers in the fields of Computational and Data Sciences**

The world has never witnessed as rapid a pace of knowledge generation and technological advancement as in the past 100 years. If education has to be useful, it is critical to prepare students for facing current challenges and give them the skills to adapt rapidly to exploit future opportunities. The school is committed to providing unique educational opportunities through imaginative use of coursework and practicum which goes beyond what is in the text books or current practice and incorporates cutting edge research. The undergraduate program will deliver a wide choice of specialisations and innovative major/minor combinations with a strong research focus. The undergraduate students will work closely with professors and doctoral students to address real world problems. The graduates of this program will have one of the best preparations for incoming students to prepare them to be future scientists.

The school will be agile and responsive to changing needs by consistently revisiting the curriculum to incorporate the latest developments and re-imagine the choice of programs to offer. Through the emphasis of the liberal humanistic approach to education, one of the goals of the program is to prepare students to be successful leaders who are not only known for their technical competence, but also have excellent problem-solving and communication skills who are innovative in their quest for solutions.

**2. Provide an enabling environment for excellence in scholarship and research.**

Achieving excellence in scholarship and research requires sustained effort and commitment of resources. The School shares the University's vision of being one of the preeminent institutions in existing or emerging areas. This requires the creation of diverse community of scholars who constantly push the boundaries. The School is committed to hiring a significant fraction of scholars working in frontier areas and support them in their endeavours through seed funding, generous grants and put in place an incentivisation framework which rewards impactful research output. Faculty members will also be

strongly encouraged to forge strong relationships with other research labs and institutions and share facilities and undertake collaborative research projects.

All students, both undergraduate and graduate, will be associated with the research projects as part of their coursework. This will not only enable a ready pool of research assistants to contribute to the research output but also provide opportunities to the students to get exposure to the innovations of tomorrow.

### **3. Promote interdisciplinary research for effective innovations**

The path of inspired innovation passes through multiple disciplines and the School recognises this and encourages inter-disciplinary collaborations. This has several advantages which includes the possibility of consolidating multiple areas, along with developing critical thinking and problem-solving skills.

At the heart of the modern economy is the tremendous technological advancements powered by computers which are impacting every aspect of life. The Faculty shall encourage cutting edge research in areas where computers play or are envisaged to play an important role in all aspects of modern industry and human life.

The Faculty shall promote several initiatives to encourage interdisciplinary research by means of project funding, joint faculty appointments, establishment of specialised centres for research in narrow but important interdisciplinary fields. The teaching programs shall take an integrative approach towards learning by emphasising on the interconnections of different areas and the importance of taking a holistic view for innovation.

### **4. Partner with industries and community for increased impact**

The Greater Pune area is a thriving region for research labs, industries and entrepreneurial ventures. Within a 150 km radius are multiple cutting edge and high precision industries from the small, to the medium and large scale. From Multi-National companies to Public sector and defence labs with companies in the information technology sector makes Pune one of the most exciting places in the country for an educational institution to foster their corporate and research partnerships, and place students in internships and jobs.

The Faculty will inject highly trained and skilled manpower in the fundamental and applied sciences to meet the demands of today and take on the challenges of tomorrow.

In addition, professional Masters Programs in a variety of emerging areas will augment the capabilities of those who are seeking to upgrade their skills.

All students will participate in research activities that focus on real-world problems through intensive projects which will form the core of the minimum requirements. By contributing to these projects, students will get the necessary skill sets that are current and relevant.

The Faculty will develop close relationships with research promotion bodies, industries, other research institutions, and actively seek projects that not only lead to solution of pressing problems but also leads to better understanding of the issues involved. Dissemination of this knowledge, if not proprietary, will be made in journals of the highest standards.

To enhance these opportunities, multiple research centres in specific areas of the sciences will be set up in partnership with various bodies for more deliberate and focussed attention to address issue and problems.

### **5. Focus on local challenges through innovation and indigenization**

One of the stated goals of this institution is to leave a meaningful impact on the community in which it is situated. As a developing country, which by all accounts, is destined for greatness, it is important that India adopts the latest developments in science and technology that will make life better and increases employment opportunities for its citizens. This can be only achieved by investing in fundamental and applied research whose spinoffs may lead to developing capabilities for self-reliance. Towards this end, the faculty will collaborate with leading industries in both the public sector for local design, manufacturing, testing and deployment of critical components which will not only generate employment but also reduce the reliance on imported goods.

The members of the faculty will closely work with the School of Business and the Centre for Entrepreneurship towards this goal.

The **areas** of interest for the Faculty shall be in:

1. Mathematics and Statistics (with focus on Industrial and Applied Mathematics, Simulation, Mathematical Finance, Cryptography in addition to conventional areas of Mathematics)
2. Computational Science (with focus on Data Mining, Artificial Intelligence, Machine learning, Internet of Things, Bioinformatics, distributed computing, Algorithms and Software development to name a few)
3. Physics (Theoretical Condensed Matter, Theoretical High energy physics, Complex Systems)
4. Chemical Science (with specific focus Theoretical and Computational Chemistry)

**The plan for the future:**

- The school plans to start undergraduate and doctoral programs in Computer Science and Data Science.
- Laboratories will established incrementally from 2023 onwards.
- Faculty recruitment, curriculum development, and admission and awareness campaigns will begin from 2020 onwards.
- Faculty will be expected to publish at least one journal article per annum.

**SCHOOL OF DESIGN**

The School of Design (FSD) will deliver specialized education in the creative arts in an interdisciplinary liberal arts context. It will maintain a balance between practical training with critical scholarship by exploring the historical, socio-cultural and scientific principles underlying the art and the design. The school provides students to explore their creative side and enhance their skills in a rigorous academic environment under the individual gaze and the collective direction of a group of talented and dedicated practitioners of the craft who are known for their inspirational work and scholarship. **The multi-disciplinary nature of the University facilitates creative inspiration to spout from unexpected**

**places.** Students and faculty will closely work with the other schools such as business and entrepreneurship to find innovative solutions to some of the world's complex problems.

The School shall be equipped with state-of-the art studios, digital infrastructure, and will be provided access to large sections of the University's sprawling campus for the artists and designers to practice and showcase their creativity. Cutting edge advanced tools and techniques in engineering and technology shall be provided. The curriculum will have elements that incorporate the best practices of other streams of knowledge such as arts, business and science to nurture designers who are agile, creative and have the ability to adapt to changing circumstances.

The School aims to be one of the preeminent institutions for the teaching and learning of Design.

The University currently offers a minor specialization in Design and introductory courses in visual art. The school shall scale to the next level by offering 4-year B.Des which shall be closely integrated with other programs of the university.

While the broad areas of specialization will be,

- Communication Design
- Experience Design

there will be specific and narrow specialisations in these areas.

**The plan for the future:**

- Offer a 4-year B.Des program.
- The school will admit its first batch of students in 2022.
- Leadership positions will be filled beginning 2022 onwards.
- Faculty recruitment, curriculum development, and admission and awareness campaigns will begin from 2021 onwards.
- The school will undertake external consulting projects and maintain or exceed an average of one project per faculty at any given point of time.
- Faculty will be expected to publish at least one journal article per annum.

- Innovations in design will be encouraged and rewarded.

## **NEW MULTI AND INTERDISCIPLINARY CENTRES OF RESEARCH**

**Main Activities:** The proposed new centres will undertake both long-term and short-term research and consultancy projects on behalf of sponsoring organisations, and conduct self-driven research on issues of relevance to both academia and industry.

In addition, it will be supporting the following activities,

**Meetings/Conferences:** Conduct at least one conference a year on cutting edge topics.

**Lecture Series:** Invite distinguished experts in areas of interest to the centre, for short term visits for interaction with centre's faculty and to give talks and deliver courses.

**Associate Program:** People from academia and industry can be associated with the centres to work on significant projects of the centres.

**Build Relationships** with other academic institutions and other bodies for collaborative work and faculty/personnel exchange.

**Dissemination of Knowledge:** Publication of research articles, circulation of working papers and curriculum development.

**Conduct/Support Specialised Courses** in the areas of expertise of the Centres.

## **Centre for Indic Culture and Heritage**

The Centre's mission is to record, preserve and promote the rich cultural heritage of India. It operates under the strong belief that India's strength lies in the diversity of its cultural practices and our ancestral bequeath has to be recorded, preserved and analysed for a better understanding of the civilizational trajectory of its people. In this era where political boundaries have been rendered irrelevant due to digital communication pathways, the possibility of homogenization of cultures cannot be ruled out. To be human is to have an understanding and self-awareness of who we are and the cultural forces that have shaped us as individuals and our communities. For this to be achieved, it is imperative for this knowledge of be preserved in the collective memory of its people. The Centre's task is to be a catalyst in these endeavours. It will deploy its resources to conduct research and promote



understanding of the practices and traditions of the fine and performing arts, historical monuments and architecture, social customs, religious traditions/practices, festivals, rites, traditional livelihood practices among many others.

It will achieve its goals by integrating the tasks of engagement with the community, high-quality scholarship, and delivery of educational programs. The Centre will bring out papers highlighting significant or critical issues affecting this area and champion causes that need protection. It will build on the universities substantial collection of projects in this area and be a leading repository of knowledge and expertise in this area. It will promote advanced learning through doctoral studies and host scholars from different parts of the globe.

It will be nodal agency for conducting the flagship Discover India Program of the University.

**Expected Commencement of operations: 2022**

### **Centre for Social Impact**

The Centre of Social Impact engages with communities on issues of socio-economic importance to mitigate the problems faced in the present and create a better future for generations to come. It will do this by enhancing the capacity of individuals and the community to face challenges and find solutions to issues. Drawing upon the strengths of various schools such as those of Business, Investing, Entrepreneurship, Design etc., it will plan and deploy economic strategies to create and support new ventures which lead to sustainable livelihoods.

The Centre will engage directly with communities or with organisations working in this sector. By involving the students in its activities, it strives to promote the values of good citizenship, tolerance and diversity.

**Expected Commencement of Operations: 2022**

## **FACULTY AND STUDENT SUPPORT CENTRES**

### **Centre for Learning and Teaching**

The Centre aims to improve teaching and learning by making available appropriate resources and training programs to all the faculty and other instructors at FLAME. In line with FLAME's vision, it supports transformational experiences in student learning and helps faculty to become better teachers. It shall not subscribe to one pedagogical method but work with the faculty to develop their abilities and adept in the art of teaching through consultations and feedback.

In addition, it shall be the nodal agency for the implementation and delivery of courses through the digital medium and will coordinate the plan, design, production and delivery of MOOC's.

### **THE WRITING CENTRE**

The FLAME University Writing Centre will be based on a simple pedagogical insight: that academic learning is for people, and not vice versa. University assignments are not (and should not be allowed to become) an obstacle course, but properly understood, they are the context in which students discover their intellectual lives. Moreover, since the crucial step in intellectual growth is writing, this is where University students truly find themselves, and each other: in and through their writing.

The Writing Centre will offer the student community an arena in which to engage with itself, in intellectually empowering ways. Any student can make an appointment, to discuss a writing assignment with tutors. These consultations will be holistic, helping students not only to excel in curricular terms, but to take a step forward in their personal intellectual growth. All this occurs in the proper environment for writing: i.e., communication, first and foremost, with one's (engaged, but not expert) peers.

### **THE Q CENTRE**

Given the importance of communication skills, writing centres are the norm in educational institutions to provide support to students to become better written communicators. In today's digital age, it is not just enough to be an effective communicator but one has to be well-versed in data analysis skills as well. Analogous to the role of the Writing Centre, the Q centre aims to help students to get additional help on quantitative methods that many courses in FLAME cover and to sharpen their quantitative skills. Quantitative skills are those skills that are related to information or data that has to be analysed via mathematical, statistical or computational techniques and includes coding as well. These skills are not just required in STEM, but is becoming increasingly important in many other disciplines too. There isn't a discipline offered in FLAME that doesn't employ data analysis methods.

The Q centre will have designated faculty members along with quantitative instructors and empaneled team of peer tutors. Peer tutors are senior students from quantitative disciplines who have a firm grasp of the subject and have a passion to teach their fellow students. The centre will work closely with the Centre for Teaching and Learning to incorporate high impact educational practices to improve student engagement and learning.

In addition to helping students, the centre will act as a resource to the FLAME community, including faculty, to provide support for quantitative research.

The activities of the centre shall include study sessions, workshops, one-on-one tutoring sessions, coding competitions etc.

## **GROWTH STRATEGY AND OBJECTIVES**

### **1. Enhanced Student Recruitment:**

**Marketing and Outreach:** Develop robust marketing strategies to attract a diverse range of students both nationally and internationally through a .

**Scholarship Programs:** Introduce partial and full scholarships and financial aid programs to incentivize top-performing students to join our institution.

**Online Learning:** Expand our online course offerings to reach a wider audience and cater to different learning needs.

## 2. Academic Program Expansion:

**New Programs:** Introduce innovative and in-demand academic programs to cater to a broader range of students such as in Computer Science, Design, Data Sciences, Business Analytics, Masters in Economics, Psychology and Doctoral programs.

## 3. Faculty Development:

**Research Grants:** Provide faculty with increased access to research grants, both external and internal (seed money) enabling them to conduct high-impact research.

**Research Support:** Establish dedicated office of research headed by a Dean to assist faculty in their research endeavours.

## 4. Collaborations and Partnerships:

**Industry Collaborations:** Forge strategic partnerships with industries to enhance research opportunities and create meaningful internship and job placement opportunities for students.

**International Collaborations:** Foster partnerships with renowned international institutions to facilitate faculty and student exchanges and joint research projects.

## 5. Infrastructure and Technology:

**Facility Expansion:** Invest in expanding and upgrading campus facilities to accommodate the growing student population. This includes

1. Expansion of faculty Offices
2. Lecture Hall Complex
3. Design Labs, Maker Studios, Psychology Labs
4. Residential Housing

## 5. Sports Complex

**Technological Advancements:** Implement state-of-the-art technology and e-learning platforms to enhance the quality of education and research

Implementation of new ERP

High end computing hardware and software

Internet Bandwidth to meet the need of the growing population

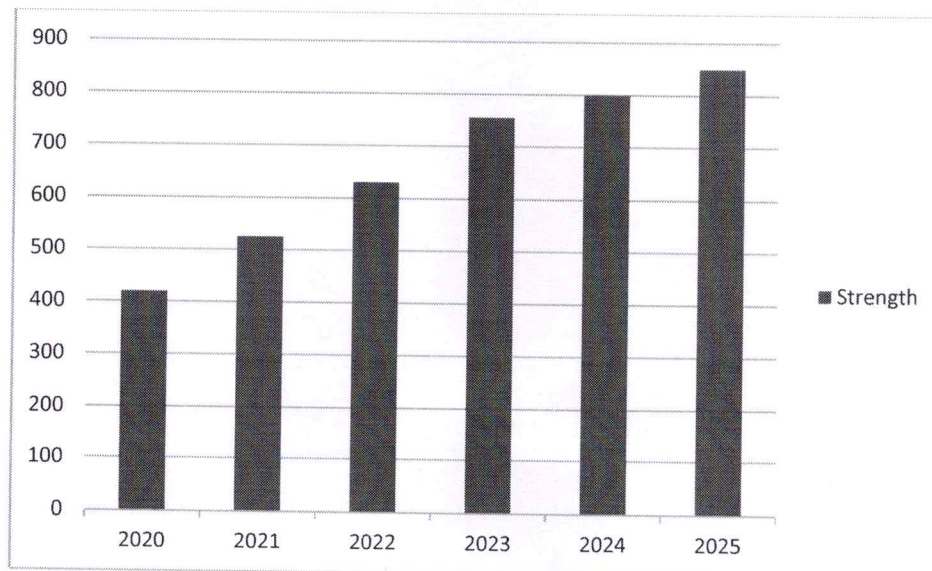
State of the art ICT enabled classrooms

## 6. Quality Assurance and Assessment:

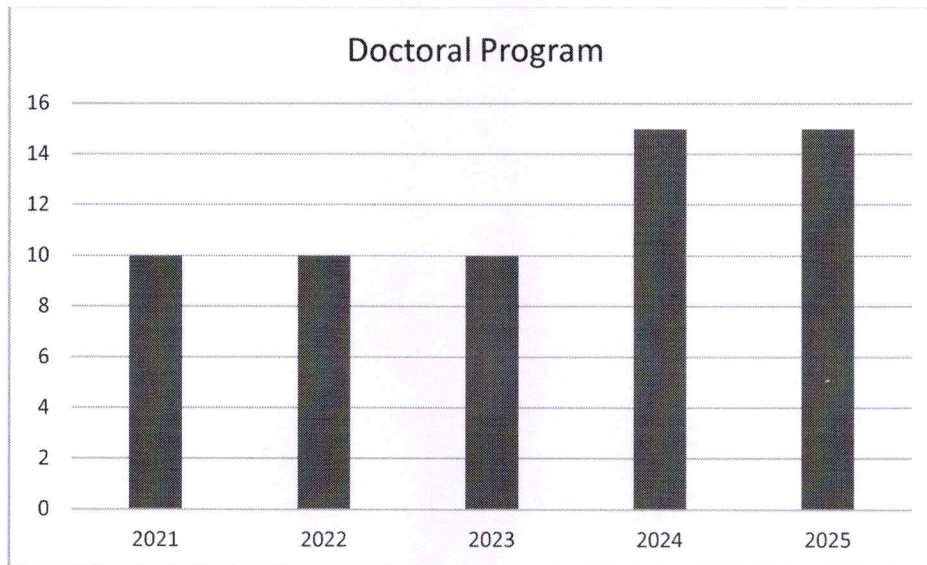
**Quality Assurance:** ISO 9001 and 21001 certifications to be achieved to ensure systems to demonstrate the university's commitment to delivering high quality student and faculty achievements.

## Undergraduate Growth Projections:

Enrolment: Current Majors and new majors such as Computer Science, Data Science, Design

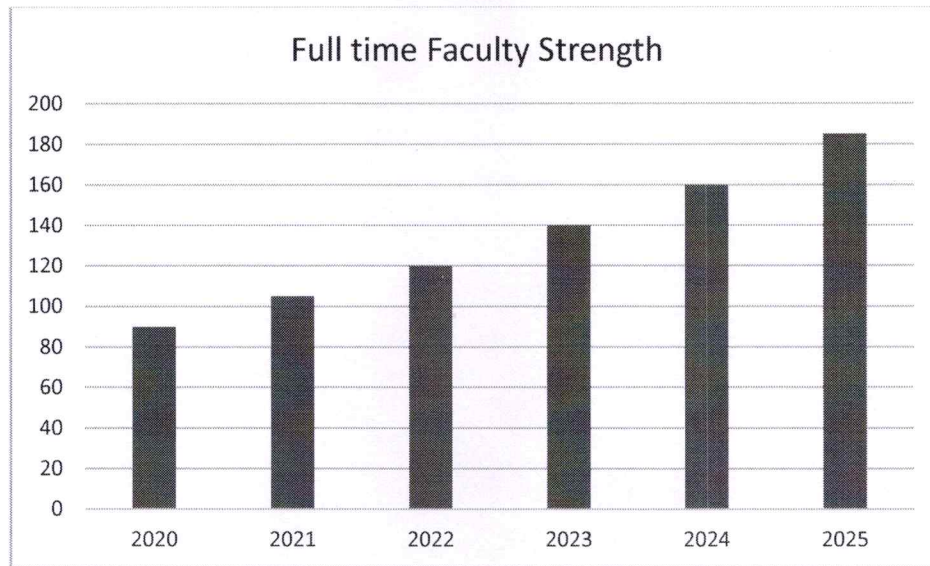


## Doctoral Program



## Faculty Growth

As FLAME strives towards academic excellence, research advancement, and overall institutional development, to position the institution as a leader in the ever-evolving landscape of higher education, it cannot do so without a strategic investment in faculty. Expanding faculty numbers allows institutions to offer a wider range of academic programs, which can attract a more diverse student body. It also helps in reducing faculty-to-student ratios, leading to more personalized and effective teaching and mentoring. The growth in faculty is expected to come from the thrust areas of the university which have been identified to be Computational Sciences, Quantitative Social Sciences, Design, Business and new age areas such as Digital Marketing, Digital Humanities etc. Given the growth in students, the total faculty should exceed 180 by 2025 supported by purely teaching staff and visiting faculty who shall not be more than 30% of the full-time faculty strength.



### **Research Expectations:**

**Publication Quotas:** In the long run, FLAME expects to have faculty productivity to exceed 1 publication per annum in indexed journals. In

**Quality Standards:** Beyond quantity, faculty will be encouraged to focus on the quality of publications and to publish in reputable journals, conferences, or venues relevant to their field. High-impact publications will contribute significantly to an institution's academic standing.

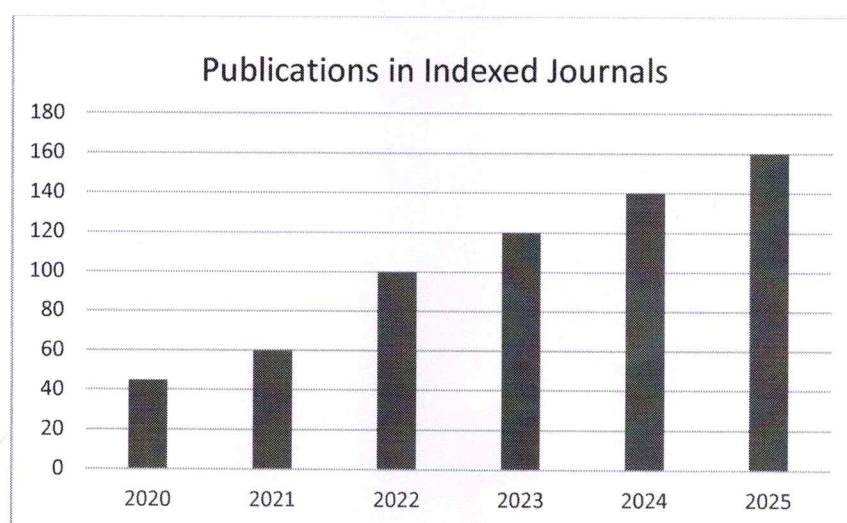
**Patents:** At least 10 patents in the next 5 years.

**Interdisciplinary Collaboration:** FLAME will encourage interdisciplinary research and collaborations among faculty members. This diversifies research areas and encourages cross-pollination of ideas.

**Grant Acquisition:** Faculty members will be encouraged to bid for projects with external sources of funding. Eventually, FLAME will obtain FCRA license for international funding of projects. Over the next five years, there should be an average of 2 projects per faculty member that are externally funded.

**Research Impact:** Measuring the impact of research through citation counts, H-index, or other metrics will be made part of the evaluation process. High-impact research positively influences an institution's reputation.

**Mentoring and Collaboration:** Senior faculty will be recruited to mentor junior colleagues and fostering collaboration within the School or institution to help in knowledge transfer and collective growth.



### **Foreign Institutional Partnerships**

Establishing foreign partnerships for study abroad opportunities and faculty exchange and research collaboration is a valuable strategy for academic institutions looking to enhance their global presence, enrich educational experiences, and promote internationalization. The benefits include, Global exposure, improved academic offerings, Research Synergy, networking opportunities. Selecting the right partner is critical for the collaboration to succeed. FLAME has already established partnerships with like-minded institutions such as Wellesley College, Amherst College, Kelley Business School etc and given the substantial increase in faculty and student numbers, the goal is to have a marked increase in partnerships with top institutions from across the globe

### **Student Success and Progression**

**Career Counseling** should be a critical part of the journey of a student at FLAME. The university will recruit trained counselors provide guidance on academic choices, skill development, and career pathways.

**Skill Enhancement Workshops:** To enhance students' employability, more skill development workshops covering resume building, interview preparation, and soft skills. These workshops empower students to excel in competitive job markets. The target is to get trainers to regularly conduct workshops and subscribe to online training modules such as LinkedIn Learning and other such platforms.

Significant increase **Partnerships** with industry leaders and organizations. These collaborations facilitate internships, workshops, and guest lectures, exposing students to real-world insights and career opportunities.

Placement drives should be conducted by inviting top recruiters to our campus. These drives connect students with job prospects across diverse sectors, increasing placement opportunities.

**Enhancing the Alumni Network:** Alumni form an invaluable resource for our students' professional growth. To harness the potential of our alumni network, the following initiatives should be undertaken:

1. **Alumni Mentoring Program:** Initiate an alumnus mentoring program where experienced graduates mentor current students. This one-on-one guidance will help students navigate career decisions and gain industry insights.
2. **Alumni Webinars and Panels:** Alumni should be invited frequently to participate in webinars and panel discussions, sharing their career journeys and industry expertise. These events expose students to diverse career pathways.
3. **Networking Events:** Alumni networking events should be conducted across cities and countries and also to "homecoming" events should be organized to bring graduates back to campus. These gatherings foster connections, offer networking opportunities, and encourage alumni to contribute to the development of their alma mater. To enable alumni networking, have a dedicated online platform for alumni and students to connect.

4. Career Advice Forums: Online forums and social media groups connect students with alumni. These platforms provide a space for students to seek advice, ask questions, and receive career guidance from alumni.

5. Registered Alumni Association should be created for alumni to have a say in the institutional affairs and give back to the alma-mater. A corpus of more than One crore rupees should be the target for various alumni activities through donations by the alumni.

### **Increasing Placements**

Placements are a vital component of student progression. To bolster placement opportunities for our students, we should adopt the following strategies:

1. Industry-Centric Curriculum: We should continually update our curriculum to align with industry needs. This ensures that our graduates possess the skills and knowledge sought after by employers.

2. Internship Programs: Mandatory internships are integrated into our programs, allowing students to gain practical experience. The goal should be to convert these internships lead to full-time job offers upon graduation.

### **Student Well-being**

We are committed to fostering an environment where students not only excel academically but also thrive in terms of their physical and mental well-being. We believe that a holistic approach to education includes supporting students' overall health and happiness. The following initiatives should be undertaken to promote student well-being.

#### **Mental Health Services**

Counseling activities should be strengthened with trained professionals who provide confidential counseling to students facing emotional and psychological challenges. This service should be available to all students, ensuring that they have a safe space to discuss their concerns and seek support.

Support Groups should be created for students dealing with specific issues such as stress, anxiety, or grief. These groups provide a sense of community and shared experiences, fostering emotional healing and growth.

### **Physical Well-being**

State-of-the-art fitness and recreation facilities, including gyms, sports fields, and swimming pools should be speedily constructed. We encourage students to stay physically active and maintain a healthy lifestyle and sports as a mandatory requirement for graduation should be continued.

### **Campus Safety**

Security Measures should be strengthened to ensure the safety of our students, including 24/7 campus security personnel, emergency response systems, and well-lit pathways.

### **Community Building**

Clubs and Organizations across a wide range should be cultivated where students can find like-minded peers, explore their interests, and build a sense of belonging.

Cultural events and festivals should be organized to celebrate diversity, promoting inclusivity and cross-cultural understanding.

The inter-collegiate festival “Kuruksheetra” should be strengthened to attract students from across the country and make it one of the leading events of the university scene in the country.

### **Peer Support**

Peer mentoring programs should be strengthened by pairing experienced students with newcomers and offering guidance and support during the transition to university life.

### **Research Funding**

**Collaborative Research Initiatives:** Collaborate with other institutions, both domestically and internationally, to apply for larger research grants. Joint projects often attract more substantial funding opportunities.

### **Grant Writing Workshops**

Offer workshops and training sessions for faculty and researchers on effective grant proposal writing. Skilled grant writers increase the likelihood of securing funding.

### **Seed Funding Programs:**

Establish internal seed funding programs to support preliminary research. These funds can help researchers generate preliminary data and develop stronger grant proposals.

### **Research Centers**

Continue to create or expand research centers and institutes focused on areas of high demand or societal importance. These centers can attract significant funding and provide a structured platform for research.

### **Industry Partnerships**

Forge partnerships with industry players interested in collaborative research. These partnerships can provide financial support and access to real-world data and problems.

### **Endowments and Philanthropy**

Cultivate relationships with alumni, philanthropic organizations, and potential donors interested in supporting research. Endowments and named research chairs can provide stable funding.

### **Diversify Funding Sources:**

Look beyond traditional sources like government grants and explore opportunities with private foundations, corporations, and international organizations. Diversifying funding sources reduces dependency on a single channel. A primary goal here should be to obtain the FCRA license to receive foreign funding for research activities.

### **Establishment of a Grants Management Office**

Establish a dedicated office or team responsible for tracking, managing, and applying for grants. Centralizing these efforts can improve efficiency and effectiveness.

**IPR Cell**

Establish a IPR cell for obtaining patents and to commercialize research findings. Income generated from patents and licensing.

**Competitive Research Culture**

Foster a culture of competitiveness and excellence in research by disbursing additional research funds for high-performing researcher and encourage researchers to pursue high-impact projects that attract significant funding.

**Interdisciplinary Research**

Encourage interdisciplinary research projects that align with current funding priorities.

**Diversify Funding Sources**

Look beyond traditional sources like government grants and explore opportunities with private foundations, corporations, and international organizations. Diversifying funding sources increases institutional visibility and validates the quality of the university.

**Regulatory Requirements and Accreditation Processes**

UGC expert committee visit to be done at the earliest and obtain the compliance report from them.

Accreditation processes such as NAAC, QS-rankings to be initiated. To enable this, Quality Assurance cell to be established on a priority basis which will eventually become the Internal Quality Assurance Cell.

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