

NATIONAL INSTITUTE OF TECHNOLOGY CALICUT

(An Institute of National Importance under the NIT Act, 2007)

NIT Campus P.O., Calicut – 673 601, Kerala

OFFICE OF THE DIRECTOR

No.: NITC/DIRECTORATE/152/2024-25 _____

Date: 30 September 2026

NOTIFICATION

Sub: Constitution of the Institute Strategic Planning Committee (ISPC) for the preparation of the NIT Calicut Institutional Development Plan (IDP) 2027–2032, and the Institute Strategic Plan NITC Vision 2047 (aligned to Viksit Bharat) – Terms of Reference and timeline – reg.

1. Preamble

NIT Calicut has grown substantially in the scale and complexity of its academic, research and outreach activities. The national higher education environment is also changing rapidly, with the National Education Policy 2020, the expansion of competitive research funding through the Anusandhan National Research Foundation, a greater emphasis on translational research, innovation and entrepreneurship, internationalisation, and increasing expectations of institutional accountability and self-generated resources.

A structured, consultative and time-bound exercise is therefore necessary to synthesise the work already under way across the Institute, articulate a shared vision, identify cross-cutting priorities, and translate them into measurable goals with clear ownership.

The exercise is not intended to duplicate or reopen the Strategic Plans already prepared by Departments and Centres. These Plans, including their SWOT analyses, shall be the principal bottom-up input; the ISPC shall focus on institutional synthesis, prioritisation and matters requiring Institute-level action.

Accordingly, in exercise of the powers vested in the undersigned, the Institute Strategic Planning Committee (ISPC) is hereby constituted with immediate effect, with the composition and Terms of Reference set out below.

The Committee's work shall proceed in two phases:

- In the first phase, drawing on the Department/Centre Strategic Plans (SPs) collated as described below, the Committee shall prepare the **Institutional Development Plan (IDP) for 2027–2032** within the timeline set out in Section 5.
- In the second phase, building on the IDP, the Committee shall prepare the longer-range **NIT Calicut Institute Strategic Plan for 2027–2047 titled NITC Vision 2027** outlined as a broad directional framework with a vision of making India self-reliant, forward looking and a global superpower as aligned with the national aspiration of **Viksit Bharat**.

2. Composition of the Committee

Sl.	Name	Designation / Department	Role in ISPC
1	Prof. Prasad Krishna	Director	Chairperson
2	Prof. Shaija A	Dean (Planning and Development)	Convener
3	Prof. Sunitha M S	Dean (Faculty & Staff Welfare)	Member
4	Prof. Babu A V	Dean (Academic)	Member
5	Prof. Santosh G Thampi	Dean (Research and Consultancy)	Member



Sl.	Name	Designation / Department	Role in ISPC
6	Prof. Satyananda Panda	Dean (Students Welfare)	Member
7	Prof. Kumaravel S	Dean (International, Alumni and Corporate Relations)	Member
8	Prof. Sandhyarani N	Materials Science and Engineering	Member
9	Prof. Ravi Varma M K	Physics	Member
10	Prof. Madhu Kumar S D	Computer Science and Engineering	Member
11	Prof. Lity Alen Varghese	Chemical Engineering	Member
12	Prof. Rajanikant G K	Bioscience and Engineering	Member
13	Dr. Lintu Rajan	Associate Dean (Research and Consultancy)	Member
14	Dr. K Ratna Kumar	Associate Dean (Academic)	Member
15	Dr. Vinod Kumar Sharma	Associate Dean (Planning and Development)	Member
17	Dr. Basil Kuriachan	Associate Dean (Students Welfare)	Member
18	Dr. Nithya M	Management Studies	Member
19	Dr. Abhay Kumar Chaturvedi	Mathematics	Member
20	Dr. Sharu B K	Mechanical Engineering	Member
21	Dr. Abhishek Srivastava	Civil Engineering	Member
22	Dr. Soumya Ranjan Meher	Electrical Engineering	Member
23	Dr. Rakesh R T	Electronics and Communication Engineering	Member
24	Dr. Shabina Ashraf	Bioscience and Engineering	Member
25	Ar. Abhishek Kumar	Architecture and Planning	Member
26	Dr. M Sivakumar	Civil Engineering	Member
27	Dr. Mohamad Aslam	Humanities, Art and Social Sciences	Member
28	Dr. Maneesh Chandran	Physics	Member
29	Dr. Ranjith Ravindranathan Nair	Electrical Engineering	Member Secretary

The Chairperson may co-opt additional members, invite special invitees — including students, staff representatives, alumni, industry representatives and external experts — and constitute thematic sub-groups as required.

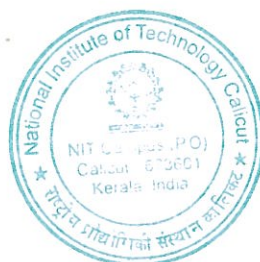
Adviser: Dr. Shakila T. Shamsu, Visiting Professor, Department of Education, shall serve as Adviser to the Committee, guiding the strategic planning methodology and process design and may attend meetings of the Committee and its thematic sub-groups in an advisory capacity. The Adviser is not a member of the Committee and shall not be counted towards the quorum specified in Section 4.3.

3. Terms of Reference

The Committee shall:

3.1 Baseline and review

1. Consolidate existing institutional data — academics, research, student affairs, faculty/staff, infrastructure, finances, industry/alumni engagement and governance — drawing on Department/Centre Plans, annual reports and NIRF/NAAC/NBA submissions; flag only critical data gaps for fresh collection.



2. Review the outcomes of earlier plans and Board/Senate decisions of strategic import, noting what was achieved, partially achieved or not achieved, with reasons.

3.2 Environmental scan and benchmarking

3. Scan the external environment — NEP 2020, ANRF funding trends, Viksit Bharat and regional priorities, Bharat Innovates, AI and digital shifts, and employment/skill demand.
4. Benchmark against peer NITs, IITs and select international institutions on research output, funding, internationalisation and placement/entrepreneurship outcomes.

3.3 Synthesis and strategic direction

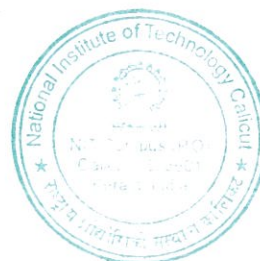
5. Synthesise the Department/Centre SWOTs into a single Institute-level SWOT matrix, rather than conducting a fresh exercise.
6. Identify initiatives that need Institute-level action — resources, policy, infrastructure or partnerships — beyond what Departments/Centres can address alone.
7. Review and, if needed, redraft the Vision, Mission and Core Values.
8. Identify a limited set of high-priority strategic goals, each with clear outcomes and measurable indicators, covering *inter alia*:
 - academic programmes, curriculum reform and multidisciplinary education;
 - research, innovation, industry engagement and start-ups;
 - faculty and staff recruitment, development, retention and welfare;
 - alumni engagement and philanthropy;
 - internationalisation of education, research and innovation;
 - resource mobilisation, funding and outreach;
 - student welfare, wellbeing and campus life;
 - infrastructure, sustainability and public-private partnerships (PPP);
 - administration, governance and institutional effectiveness.

3.4 Stakeholder consultation

9. Consult students, faculty, staff, alumni, industry, funding agencies and the local community through surveys, focus groups, departmental meetings and open houses.
10. Consolidate the feedback in a Stakeholder Feedback Report, recording how significant input shaped the draft plan.

3.5 Plan architecture and implementation design

11. For each goal, specify the rationale, action points, responsible office, timeline, resources and measurable indicators with baselines and year-wise targets.
12. Prepare an indicative financial plan covering capital and recurring requirements and the intended funding mix (Government grants, internal revenue, sponsored research/consultancy, alumni/CSR contributions).
13. Recommend a monitoring mechanism — annual review by the Director, a metrics dashboard, periodic Senate/Board reporting, and a mid-term review.
14. Identify principal implementation risks — financial, regulatory, human-resource, infrastructural — and mitigation measures.
15. Recommend structural, procedural or policy changes necessary for implementation.



16. Prepare an Institute-wide Strategic Priorities Matrix linking Department/Centre inputs and SWOT findings to goals, KPIs, owners, resources and timelines.

3.6 Deliverables

- Draft Institutional Development Plan, IDP (2027–2032) — vision, mission, core values, goals, action points, metrics and implementation plan;
- Draft NIT Calicut Institute Strategic Plan (2027–2047), long-range directional goals and priorities, elaborated in greater detail and matching with the metrics and goals of Indian Institutes of Technology;
- Supplementary Document — baseline data, review of earlier plans, benchmarking and Institute-level SWOT synthesis;
- Stakeholder Feedback Report.

4. Working arrangements

1. The Committee shall meet at least once a week. The Convener may call additional meetings as required.
2. Thematic sub-groups, led by an ISPC member and free to co-opt faculty, staff, students, alumni or external experts, shall be constituted around the domains below. They are cross-cutting synthesis groups, not functional silos; where an initiative spans more than one domain, the groups concerned shall coordinate and submit a joint recommendation. Each sub-group shall synthesise the relevant Department/Centre Plans and SWOTs into Institute-level priorities — not conduct a fresh unit-level exercise — and its report shall present: key strengths and priorities from existing Plans; systemic weaknesses and cross-cutting opportunities/threats; initiatives meriting Institute-wide scaling or convergence; and 3–5 proposed strategic priorities with KPIs, baselines, 2027–32 targets, an indicative 2027–47 direction, lead responsibility and timeline. **Strategic Plans have to be prepared by the Working Groups in the following nine areas:**

- I. Academic Strategic Plan — Academic Excellence, Curriculum & Multidisciplinary Education** — programmes, curriculum reform, interdisciplinarity, flexibility, teaching-learning, accreditation.
- II. Research, Innovation, Industry & Start-ups** — research excellence, doctoral/post-doctoral programmes, research infrastructure, incubation, IPR, technology transfer, industry engagement and consultancy.
- III. Faculty & Staff Development** — recruitment, development, retention, welfare, leadership, mentoring, institutional culture.
- IV. Alumni Engagement** — alumni relations, mentoring, chapters, giving and philanthropy.
- V. Internationalisation of Education, Research & Innovation** — international students and faculty, institutional partnerships, joint/collaborative programmes, mobility.
- VI. Funding & Outreach** — resource mobilisation, financial sustainability, sponsored research/consultancy, CSR contributions, community outreach.
- VII. Student Welfare & Wellbeing** — student experience, wellbeing, employability, equity, diversity, inclusion, accessibility, campus life.
- VIII. Infrastructure, Sustainability & PPP** — infrastructure, facilities, green campus, energy/water/waste management, climate resilience, public-private partnerships.
- IX. Administration, Governance & Institutional Effectiveness** — governance, administrative reform, digital transformation and AI-enabled systems, KPIs, risk management.

3. One-third of the members shall constitute the quorum for a meeting.
4. All Deans, Heads of Departments, Associate Deans, the Registrar and Section Heads shall furnish data, records and responses sought by the Committee within the time indicated by the Member Secretary. Non-availability of any data shall be reported to the Chairperson.



5. The Dean (Planning and Development) shall provide secretarial, data and logistical support to the Committee. Expenditure incurred on meetings, surveys, consultations and external experts shall be met from the Institute's Planning and Development budget head with the approval of the Director.
6. Draft material circulated within the Committee shall be treated as internal and shall not be shared outside the Committee until approved for release by the Chairperson.
7. Members and invitees shall serve in an honorary capacity. External invitees may be paid TA/DA as per Institute norms.

5. Timeline

Milestone	Target date
First meeting of the ISPC; constitution of thematic sub-groups	On or before 30 September 2026
Baseline data compilation, review of earlier plans & benchmarking completed	10 October 2026
Stakeholder surveys, focus group discussions and open house completed	15 October 2026
SWOT analysis and draft vision, mission and goals finalised by sub-groups	18 October 2026
Consolidation, internal review and finalisation of the draft by the Committee	24 October 2026
Submission of the Draft IDP (2027–2032), the Institute Strategic Plan (2027–2047) NITC Vision 2047 and accompanying documents to the Director.	28 October 2026

The Committee shall submit its deliverables to the Director **on or before 28 October 2026**. The IDP (2027–2032) and the outline Institute Strategic Plan (2027–2047) will thereafter be placed before the Institute community for wider consultation, and subsequently before the Senate and the Board of Governors for approval. Detailed elaboration of the second segment of the Institute Strategic Plan (2037–2047) shall be undertaken at a mid-term stage, through a review to be convened closer to 2037.



Prof. Prasad Krishna

निदेशक / DIRECTOR
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Copy to:

1. All members of the Committee
2. All Deans and Associate Deans
3. Dr. Shakila T. Shamsu, Visiting Professor, Department of Education and Adviser, ISPC
4. All Heads of Departments / Centres / Schools
5. The Registrar
6. All Section Heads / Officers-in-Charge
7. PS to Director — for record
8. Web Administrator — for uploading on the Institute website
9. All Faculty and Staff members

