



Vice Chancellor's Message ENVISIONING IUST@2047

The true measure of a university's progress lies in its ability to envision the future, adapt to emerging challenges and translate aspirations into meaningful outcomes. Institutional Development Plans (IDPs) provide a strategic framework for purposeful growth, institutional transformation and sustained academic excellence.

At the Islamic University of Science and Technology (IUST), we have undertaken a comprehensive exercise to formulate IDPs at the departmental, centre and institutional levels, aligned with the broader aspirations of Viksit Bharat@2047, Viksit J&K@2047 and Viksit IUST@2047. This special edition of *Times Echo* presents some of these IDP roadmaps, reflecting our collective resolve to transform IUST into a nationally distinguished and globally competitive institution of higher learning, research and innovation. Each department and centre has identified its distinctive strengths, emerging opportunities and future priorities while contributing to a shared institutional vision. These plans collectively emphasize academic excellence, interdisciplinary research, technological innovation, entrepreneurship, industry-academia partnerships, skill development and societal engagement. They also reflect our commitment to nurturing globally competent graduates, fostering innovation-driven economic growth and addressing the developmental aspirations of J&K. The formulation of these IDPs represents an important milestone in IUST's institutional journey. It has encouraged critical assessment of existing capacities, identification of developmental gaps and formulation of priorities for the coming decades. Anchored in NEP 2020 and responsive to rapidly evolving technological, economic and societal landscapes, these roadmaps seek to position IUST at the forefront of transformative higher education.

The unprecedented advancements in AI, quantum technologies, digital transformation, sustainability and emerging interdisciplinary fields are fundamentally reshaping the global knowledge ecosystem. Our responsibility is to anticipate these changes, modernize curricula, strengthen research infrastructure, foster innovation and equip students with the knowledge, competencies and values required to thrive in an increasingly interconnected world.

Importantly, the success of these plans will ultimately depend on their effective implementation, measurable outcomes and sustained institutional commitment. I therefore urge our faculty, researchers and administrative staff to embrace these roadmaps with collective ownership and accountability.

As IUST advances towards 2047, our vision is to emerge as a vibrant, inclusive and globally connected university that contributes meaningfully to knowledge creation, technological advancement and societal transformation. I am confident that these collective aspirations, translated into purposeful action, will strengthen IUST's contribution to a prosperous J&K and the national vision of Viksit Bharat@2047.

CIED-IUST SETS STRATEGIC ROADMAP TO FOSTER INNOVATION, ENTREPRENEURSHIP

The Centre for Innovation and Entrepreneurship Development (CIED-IUST Foundation) has formulated an Institutional Development Plan (IDP) to strengthen the University's role as a hub for innovation, entrepreneurship and skill development in Jammu and Kashmir. The plan envisions IUST as the leading centre for deep-technology innovation and impact-driven entrepreneurship in the region, building on CIED's existing programmes and infrastructure while integrating innovation and entrepreneurship into the formal academic structure, in line with the National Education Policy (NEP) 2020.

The IDP sets out seven strategic objectives: strengthening the startup ecosystem through mentorship, incubation and funding support; enhancing employability through industry-certified skilling programmes; deepening industry-academia collaboration through advisory boards and faculty immersion; advancing research translation and intellectual property support; extending outreach to schools, colleges, artisans, and SMEs across the region under a hub-and-spoke model; building global partnerships with international universities and organisations; and ensuring long-term financial sustainability through diversified funding, including eventual FCRA registration. Implementation follows three phases. In the short term (0-2 years), CIED will roll out job-oriented diploma and certificate courses in fields such as Artificial Intelligence, Data Science, Cybersecurity, and Renewable Energy, alongside expanded seed funding and mentoring for schools and colleges. The mid-term phase (3-5 years) introduces specialised incubation cohorts in sectors like Fintech and Electric Vehicles, diversifies revenue through consultancy and training, and scales outreach to women entrepreneurs, rural youth, and local artisans.

Over the long term (6+ years), CIED aims to secure international funding and partnerships, establish a DST-recognised Centre of

Excellence, and support globally competitive enterprises emerging from Jammu and Kashmir. The plan aligns closely with national and global frameworks, including NEP 2020, the Sustainable Development Goals, Viksit Bharat @2047, and national schemes such as Startup India and DST-NIDHI, positioning CIED as an active implementing arm of these initiatives. A dedicated Monitoring and Evaluation Framework will track outcomes such as startups incubated, student participation, patents filed and industry partnerships to ensure accountability and continuous improvement.

FROM CLASSROOMS TO AI LABS: DJMC'S ROADMAP TO 2047

The vision document of the Department of Journalism and Mass Communication (DJMC), Islamic University of Science and Technology (IUST), Viksit DJMC@2047: Transforming Media Education and Research, sets out a phased roadmap to build DJMC into a centre of excellence in media education, research and innovation. It draws directly from national priorities, aligning the department's academic direction with the National Education Policy 2020, the Viksit Bharat 2047 initiative, Startup India and the UN Sustainable Development Goals. DJMC's Institutional Development Plan (IDP) responds to rapid change in the media industry. Artificial intelligence, immersive technologies, and



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Editor Speaks

MAPPING ROAD AHEAD

An institution grows not merely by adding new programmes, expanding infrastructure or increasing its footprint, but by continuously reflecting on where it stands, where it aspires to go, and how it intends to get there. Institutional Development Plans (IDPs) provide that essential framework for reflection, planning and purposeful growth.

This special edition of our quarterly news magazine, *Times Echo*, brings together the IDPs of various departments, centres and offices of the Islamic University of Science and Technology (IUST), offering a glimpse into the University's collective vision for the years ahead. More than a compilation of plans, this edition is a reflection of the aspirations and possibilities that define IUST as it continues to evolve as a centre of knowledge and innovation.

Every department and centre has its own academic character, strengths and areas of opportunity. Yet, the IDPs reveal a common institutional ambition: to strengthen academic excellence, promote meaningful research, encourage innovation, enhance industry and institutional collaborations, improve student outcomes, and contribute more effectively to society. Together, these individual visions form an important part of the larger institutional narrative.

The process of preparing an IDP is, in itself, an exercise in institutional introspection. It requires departments to assess their existing capacities, identify gaps, recognise emerging opportunities and establish priorities for the future. At a time when higher education is undergoing rapid transformation—driven by technological advancements and changing professional landscapes—such structured reflection has become more important than ever.

For IUST, the road ahead presents both opportunities and responsibilities. The changing nature of knowledge and work calls for academic programmes that are responsive, and learning environments that prepare students not only for existing professions but also for emerging fields. Artificial intelligence, digital transformation, sustainability, entrepreneurship and interdisciplinary scholarship are reshaping higher education globally. IUST's developmental journey must therefore remain dynamic and responsive to these transformations.

The future of an institution is shaped not in a single moment, but through a series of collective efforts and sustained commitments. As *Times Echo* presents diverse departmental and institutional perspectives, this edition also becomes a document of the University's present aspirations. It captures where we stand today while looking firmly towards tomorrow. May these plans serve not only as roadmaps for individual departments and centres, but also as building blocks for a more inclusive and future-ready IUST.

*The road
 ahead is
 envisioned.
 The journey
 now begins*

PHYSICS DEPTT SETS 2047 VISION FOR QUANTUM SCIENCE, INNOVATION

The Institutional Development Plan (IDP) of the Department of Physics, Islamic University of Science and Technology (IUST), Awantipora, presents a strategic and long-term roadmap for transforming the Department into a nationally and internationally recognized centre of academic excellence, research, innovation and societal impact by 2047. The plan is anchored in NEP 2020, Skill India, Start-up India, Sustainable Development Goals (SDGs), and Viksit Bharat@2047, with emphasis on sustainable, inclusive and technology-driven development.

Established in 2015, the Department has expanded from a two-year M.Sc. programme to include Ph.D. and FYUGP – Physics programmes. The document records 10 faculty members, around 72 students, modern teaching and computational facilities, 140 Scopus/WoS-indexed research papers, 11 funded projects worth Rs3.6 crore, and 22 workshops/FDPs during 2015–2025. Its future research thrusts will include quantum technologies, astrophysics, nuclear and particle physics, materials science, renewable energy, nanotechnology, semiconductors, AI-driven simulations, climate physics and medical physics. The Department's mission is to develop scientifically capable and innovative graduates



through globally competitive education, frontier research, interdisciplinary collaboration and community engagement. The 2047 vision envisages excellence in quantum technologies, astrophysics, nuclear and renewable energy, advanced materials and computational physics.

Academically, the IDP proposes NEP-aligned flexible curricula, interdisciplinary learning, outcome-based education, experiential learning and integration of AI, machine learning, data science, quantum computing and scientific programming. Skill development will be strengthened through certification courses, vocational modules, internships, industry

interaction and specialized skill laboratories. Research and innovation constitute major pillars of the plan. The Department proposes advanced laboratories, computational infrastructure, national and international research networks, increased extramural funding, intellectual-property support, technology transfer and a Physics Innovation and Entrepreneurship Hub (PIEH). The plan seeks to promote student and faculty start-ups through ideation, incubation and commercialization, supported by incubation centres, funding agencies and industry partnerships.

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new digital platforms are reshaping how journalism and media are taught and practised, and DJMC's roadmap commits the department to keeping its curriculum current with these shifts—from social media analytics and SEO for journalism to podcast production and platform-specific storytelling. The department's position is that technology disrupts tasks, not purpose: automated systems may generate content at scale, but editorial judgment, source protection, and ethical accountability remain human functions that require human training.

Six strategic objectives drive the plan: academic excellence, research and innovation, entrepreneurship, skill development, community outreach, and stronger governance. Each is tied to a phased timeline running through 2047, with concrete, time-bound targets rather than open-ended goals.

Key infrastructure initiatives on the horizon include an upgraded media lab with advanced editing infrastructure, smart classrooms built for blended learning, a dedicated TV production studio, and an AI and Emerging Media Lab for AR/VR, motion capture, and virtual production work. These facilities are meant to give students hands-on experience with the tools now shaping professional

media practice.

On the research front, the department has identified priority areas including misinformation and media literacy, science communication, conflict and crisis reporting, social media and political polarisation, and environmental communication, with plans to institutionalise faculty-student research collaboration and structured support for doctoral scholars.

Entrepreneurship features prominently in the plan. DJMC intends to train students to launch digital journalism platforms, podcasts, documentary ventures, and hyperlocal news services, while contributing to IUST's Centre for Innovation, Entrepreneurship and Development (CIED). An in-house unit, the IUST Media Consultancy, is planned to launch in 2025–26 and is envisioned to scale into a self-sustaining, revenue-generating operation by the early 2030s, eventually feeding into a dedicated Media School incubation hub supporting more than ten active student ventures at a time by 2047.

Looking further ahead, the roadmap outlines a digital archive of regional oral histories and cultural media, an in-house OTT streaming platform, and — by the 2040s — a full Centre of Excellence in Media Studies, housing dedicated research, production, and policy units.



IUST ENVISIONS EXCELLENCE IN ANIMAL SCIENCES

The Institutional Development Plan (IDP) of the newly established Department of Zoology aims to develop the Department as a centre of excellence in Zoological Sciences through quality teaching, innovative research, biodiversity conservation, skill development and community engagement. The Department shall focus on addressing regional, national and global challenges related to biodiversity, wildlife, environment and sustainable development.

The vision of the Department is to emerge as a leading centre for Zoological Sciences through academic excellence, cutting-edge research, conservation of biological resources and meaningful community participation. Its mission is to provide quality education and practical training in Zoology and allied disciplines, promote interdisciplinary research in biodiversity, wildlife conservation, environmental science, aquaculture and sericulture, develop skilled human resources, establish national

and international collaborations, and contribute to sustainable development through outreach and extension activities.

During the initial phase, the Department shall strengthen the existing FYUGP programme and work towards the introduction of a One-Year PG Programme and Ph.D. Programme in Zoology.

Interdisciplinary and skill-oriented courses in Wildlife Biology, Environmental Management, Entomology, Sericulture, Fisheries, Molecular Zoology and related areas shall be developed, with greater emphasis on field-based, experiential and research-oriented learning.

Research development shall focus on establishing specialized facilities in

Wildlife Biology and Conservation, Molecular Biology and Genetics, Entomology and Sericulture, Aquatic Biology and Fisheries, and Environmental Toxicology.

The Department shall actively pursue externally funded research projects and promote quality publications in indexed journals. A Biodiversity

Documentation and Monitoring Centre for the Kashmir Himalaya shall also be developed.

Infrastructure development shall include modern teaching and research laboratories, a Zoological Museum and Specimen Repository, fish rearing ponds and farms, sericulture training facilities, smart classrooms, digital

learning resources and a departmental library with access to e-journals and research databases. Recruitment of qualified faculty, technical and supporting staff, along with regular faculty and student skill-development programmes, shall be given priority. The Department shall establish MoUs and academic linkages with universities, research institutions, wildlife and fisheries departments, sericulture institutions, NGOs and relevant national organizations. Outreach initiatives shall promote biodiversity awareness, community-based conservation, citizen science and environmental education.

During 2026–2031, the Department shall strive to launch the Ph.D. programme, introduce multidisciplinary courses, establish advanced laboratories and biodiversity repositories, secure externally funded projects, develop regional biodiversity databases and strengthen employability through training in GIS, remote sensing, molecular techniques, wildlife survey methods and data analysis.



VIKSIT CHEMISTRY@2047: DEPTT CHARTS A ROADMAP FOR SCIENTIFIC INNOVATION

Under the directions of the Honourable Vice Chancellor, different departments, centres, and offices across IUST have prepared their Institutional Development Plans (IDPs) to support the national mission of Viksit Bharat@2047. In this context, the Department of Chemistry formulated its strategic document, 'Viksit Chemistry@2047,' outlining its vision to upgrade teaching, expand laboratory research, and address pressing regional needs over the next two decades.

On the academic front, the department has introduced the Four-Year Undergraduate Program (FYUGP) while continuing its postgraduate and doctoral programs. The syllabus is being continuously updated to align with the National Education Policy (NEP 2020) and key national initiatives. By moving away from purely conventional instruction, the coursework integrates emerging subjects such as computational modeling, green chemistry, and materials science, ensuring students



build strong core fundamentals while learning practical skills demanded by modern science and industry.

The department's research plan focuses on practical solutions for pressing national and global challenges. Work will center on four major thrust areas: Green Chemistry & Sustainable Catalysis, Materials Chemistry & Nanoscience, Medicinal & Pharmaceutical Chemistry, and Energy Materials & Electrochemistry. To support these goals, the department plans to procure essential high-

end instruments over the next two decades, including an advanced NMR spectrometer, glove box systems, SEM, TEM, LCMS, and GCMS. Faculty and researchers will actively pursue extramural funding to drive these projects, tapping into national agencies such as DST, ANRF, UGC, NMPB, and JKST&IC.

In entrepreneurship and industry outreach, the department is partnering with IUST's Centre for Innovation and Entrepreneurship Development (CIED) to support startups and study

Himalayan medicinal plants. The department aims to collaborate closely with industrial partners through joint PhDs, postdocs, and sponsored projects, solving industrial problems while securing research funding. Under the broader goal of having chemical molecules serve industry and society, the department will focus on designing catalysts that lower reaction temperatures, save energy, and support carbon capture and utilization (CCUS); synthesizing smart hydrogels and functional membranes for heavy-metal water filtration and active food packaging; using supramolecular chemistry to build targeted nanocarriers that release agrochemicals only when orchard pests are present; and isolating or synthesizing active pharmaceutical ingredients (APIs) from regional flora for affordable drug development.

Through this balanced roadmap of updated teaching, purposeful research, and societal outreach, the Department of Chemistry aims to become a self-reliant center of scientific learning and innovation by 2047.

IUST ASPIRES TO BE GLOBAL HUB FOR MATHEMATICS, DATA SCIENCES

The Department of Mathematical Sciences, Islamic University of Science and Technology (IUST), has developed its Institutional Development Plan, ViksitMath@2047, as a strategic roadmap for advancing excellence in mathematical and statistical sciences through theory, computation and innovation. The plan envisions transforming the Department into a globally recognized hub of excellence in Mathematics, Statistics, Actuarial Science, Data Science and Applied Mathematics, contributing meaningfully to a digitally empowered, self-reliant and sustainable society.

A central objective of the IDP is to strengthen academic excellence through multidisciplinary, flexible and application-oriented curricula integrating emerging areas such as Artificial Intelligence, Machine Learning, Data Science, Computational Mathematics, Financial Mathematics, Actuarial

Science, Biostatistics and Operations Research. The Department also proposes stronger interdisciplinary programmes, computational laboratories, skill-based courses, certifications, internships and industry-oriented training to enhance student employability and entrepreneurial capabilities.

Research and innovation constitute another major pillar of the plan. The Department aims to promote high-impact, interdisciplinary research addressing real-world challenges in healthcare, climate modelling, agriculture, finance, risk management, sustainability and data-driven decision-making, while establishing specialized research centres and strengthening collaborations with premier institutions and industries. Dedicated support for extramural funding, innovation challenges, patents and technology-driven projects will further strengthen the research ecosystem.

A landmark mid-term goal is the

upgradation of the Department into an independent School of Mathematical Sciences, comprising dedicated departments of Mathematics, Statistics and Data Science, to deepen academic specialization, research capacity and interdisciplinary growth.

The IDP also emphasizes entrepreneurship, skill development and outreach through innovation hubs, start-up support, certification programmes and partnerships with alumni, industry and government bodies, alongside sustainability, inclusion, faculty capacity building and Industry 5.0 readiness.

The Department also plans to establish dedicated research centres, including a Centre for Statistical Modelling & Data Science focused on big data and machine learning, and a Centre for Actuarial Science & Quantitative Finance to train students for careers in insurance, banking, and risk management. A further Centre for Applied Mathematics and

Data Analytics, equipped with high-performance computing resources, is envisioned to anchor interdisciplinary research and industry collaboration in the long term.

To realize this vision, the Department has projected a comprehensive budget of approximately INR 342 crores, covering infrastructure development (Rs.100 crore), human resources (Rs.100 crore), research funding and projects (Rs.50 crore), student scholarships and fellowships (Rs.30 crore), conferences, workshops and FDPs (Rs.27 crore), faculty development and training (Rs.20 crore), and operational and administrative costs (Rs.15 crore).

Structured into short, mid and long-term goals leading to 2047, the plan aims for enhanced academic quality, stronger research output, greater innovation and entrepreneurship, improved employability, and national and global recognition for the Department.

VIKSIT ICSS@2047: INTEGRATING SPIRITUAL HERITAGE, RESEARCH AND DIGITAL INNOVATION

The Institutional Development Plan (IDP) of the International Centre for Spiritual Studies (ICSS), IUST-Viksit ICSS@2047

presents a long-term roadmap for transforming the Centre into a globally recognised hub of interdisciplinary scholarship on religion, ethics, cultural heritage, and digital humanities. Guided by the theme 'Preserving Intellectual Heritage through Digital Innovation and Advanced Research,' the plan seeks to integrate traditional knowledge with contemporary scholarship and emerging technologies such as Artificial Intelligence, Geographic Information Systems (GIS), digital archiving, and data analytics.

It envisions ICSS as a platform where revelation, reason, and empirical inquiry engage constructively, while Kashmir's rich spiritual and intellectual heritage is documented, preserved, interpreted, and made accessible to scholars and wider society. The plan builds upon the Centre's establishment in 2011 and its operational strengthening since 2022, including the introduction of multiple open elective and multidisciplinary courses, initiation of a PhD programme, funded research projects, conferences, publications, outreach activities, and institutional collaborations.

At the same time, it identifies key institutional challenges, particularly limited faculty strength,



inadequate infrastructure, dependence on project-based funding, and the lack of dedicated laboratories and research facilities. In response, the IDP prioritises academic excellence, research and innovation, skill development, and structured outreach. Its major flagship initiatives include the Kashmir Spiritual Heritage Database (KSHD), Kashmir Spiritual Atlas, Kashmir-Central Asia Sufi Corridor, and Spiritual Counselling and Well-being Cell, alongside specialised certification programmes, skill laboratories, digital humanities initiatives, student engagement, and national and international collaborations.

The implementation strategy is divided into five phases—Foundation (2025–2030), Expansion (2030–2035), Consolidation (2035–2040), Recognition (2040–2045), and Leadership (2045–2047), progressively expanding faculty, infrastructure, research output, digital heritage resources, international partnerships, and institutional recognition. The proposed Infrastructure Plan of the Centre translates this broader vision into immediate requirements, proposing approximately 2,422 sq. ft. of dedicated functional space, including faculty and administrative offices, research scholars' workspace, seminar and presentation facilities, a departmental library, archive, and a Digital Heritage and Manuscript Laboratory.

The estimated investment is approximately Rs.83.5 lakh, comprising around Rs.70 lakh for civil works and Rs.13.5 lakh for hardware and software. Overall, the IDP seeks to move ICSS from a small but academically productive centre with significant infrastructural constraints towards a sustainable, technologically enabled, internationally connected institution contributing to heritage preservation, knowledge production, intercultural dialogue, ethical leadership, and human development by 2047.

VIKSITME@2047: ENGINEERING FOR HUMANITY, HARMONY AND NEW HEIGHTS

The Department of Mechanical Engineering, Islamic University of Science and Technology (IUST), Kashmir, has envisioned ViksitME@2047 as a transformative roadmap to build a future-ready, globally benchmarked centre of excellence in mechanical engineering education, research, innovation and societal impact. Rooted in the philosophy “Rooted in Knowledge, Rising with Innovation – Engineering for Humanity, Harmony, and the Heights,” the plan seeks to combine strong engineering fundamentals with emerging technologies, sustainability and solutions responsive to regional, national and global challenges.

At its core, the IDP seeks to transform academic excellence through a future-ready curriculum integrating Artificial Intelligence, Machine Learning, Data Science, Robotics, Digital Twins, IoT, Additive Manufacturing and sustainable engineering. Experiential learning, industry-linked projects, internships, innovation challenges and global academic engagement will prepare graduates for Industry 4.0 and Industry 5.0. Advanced laboratories and specialized facilities in robotics, smart manufacturing, computational engineering, clean energy and advanced manufacturing will further strengthen this ecosystem.

A defining feature of ViksitME@2047 is its commitment to research with regional relevance and global significance. Four strategic thrust areas have been identified: clean

energy and hydrogen; intelligent mechanization and agri-tech; green mobility and advanced materials; and cold-climate, adventure and resilience engineering. Leveraging Kashmir’s unique mountainous and climatic context, the proposed Centre for Cold-Climate and Adventure Engineering will pursue technologies including smart ropeways, ski-lift systems, rescue drones, winter mobility solutions and modular shelters, while advancing climate-resilient infrastructure and sustainable mountain development.

The plan further places strong emphasis on entrepreneurship, skill development, outreach, industry partnerships and resource mobilization, creating pathways from ideas to prototypes, enterprises and societal solutions. Its long-term ambition includes impacting 100+ communities, certifying 10,000+ learners, expanding national and international collaborations, and establishing IUST as a regional hub for mechanical innovation and academic-industry engagement.

Through phased Foundation, Acceleration and Leadership milestones, ViksitME@2047 ultimately aspires to create a resilient, inclusive, sustainable and globally connected Mechanical Engineering ecosystem—one that converts knowledge into innovation, innovation into impact, and engineering excellence into meaningful contributions to Viksit Bharat@2047.

VIKSIT-PHI@2047: BRIDGING ANCIENT WISDOM, MODERN INNOVATION THROUGH PHILOSOPHY

The Institutional Development Plan, Philosophy@IUST: *Milaap of Classical and Contemporary* (Viksit-PHI@2047) serves as a comprehensive manifesto and strategic roadmap for the next two decades. It articulates a bold vision: to rupture the stagnant “Two-World” divide between the Sciences and the Humanities and lay the foundation of a “Swarajist Programme” aimed at the decolonization of knowledge.

The IDP posits that the challenges of the 21st century, ranging from the ethical governance and safety of Artificial Intelligence to environmental

sustainability, cannot be solved by science and technology alone, nor can the dominant Western frameworks and philosophies suffice to resolve our local and contextual contestations. The department require a “Milaap” (convergence) of ancient wisdom and modern innovation with the continuous social, technological and cultural changes reigning our societies.

Rooted firmly in the aspirations of the National Education Policy (NEP) 2020 and the national resolve for a Viksit Bharat, the Department aims to move beyond epistemic dependency by generating indigenous, “Swadeshi”

VOCATIONAL STUDIES@2047: IUST ENVISIONS EXCELLENCE IN ALLIED HEALTHCARE

The Institutional Development Plan (IDP) of the Centre for Vocational Studies at the Islamic University of Science and Technology (Kashmir) lays out a comprehensive and structured roadmap to advance skill-based allied healthcare education, strengthen applied research and innovation, and expand meaningful community engagement. Aligned with the goals of the National Education Policy (NEP) 2020 and the national vision of Viksit Bharat@2047, this plan underscores the Centre’s commitment to building a skilled, future-ready healthcare workforce capable of contributing to regional and national development.

Operating under the School of Health Sciences, the Centre currently offers undergraduate programmes in Medical Laboratory Sciences, Anesthesia & Operation Theatre Technology, and Medical Radiation & Imaging Technology. Through these programmes, the Centre aims to equip learners with strong foundational knowledge, practical skills, and professional competencies aligned with evolving healthcare needs in Jammu & Kashmir and beyond.

A strong emphasis is placed on bridging the gap between academic training and healthcare service delivery, fostering research and innovation, encouraging entrepreneurship and lifelong learning, and nurturing ethically grounded, socially responsible professionals capable of contributing to healthcare advancement and community well-being. To achieve these goals, the Centre envisions introducing new bachelor’s, master’s, and doctoral

programmes in Allied Healthcare Sciences, establishing a Skill Innovation and Incubation Hub, and expanding strategic partnerships with hospitals, diagnostic laboratories, and industry stakeholders to enhance clinical training, internships, and collaborative research.

The IDP has been developed through extensive consultations with faculty, students, alumni, healthcare professionals, and industry partners, ensuring that the plan is rooted in stakeholder insights, practical needs, and emerging trends in the healthcare sector. This strategic roadmap prioritizes curriculum modernization, digital and technological enhancement, faculty capacity building, industry collaboration, entrepreneurship development, and community-focused initiatives. It reinforces experiential, interdisciplinary, and values-based learning in accordance with NEP 2020, ensuring the development of graduates equipped with industry-aligned skills, critical thinking capabilities, and an innovative and entrepreneurial mindset. At its core, the IDP reflects the Centre’s mission to provide inclusive, future-ready, and excellence-driven vocational education in healthcare. With a shared vision, collaborative partnerships, and continuous institutional strengthening, the Centre for Vocational Studies aspires to emerge as a nationally and globally recognized Centre of Excellence in Allied Healthcare and Vocational Education, rooted in regional relevance and aligned with national aspirations for a skilled, innovation-driven, and future-ready India.

conceptual frameworks, and to cultivate a generation of thinkers capable of “Cognitive Skilling”; graduates who are as adept at navigating Eastern/Western Philosophies as they are at auditing algorithmic bias or navigating the complexities of the social, corporate and technological worlds. In doing so, Viksit-PHI@2047 directly addresses the critical challenge of overcoming perceptions of philosophy as an unapplied, armchair discipline.

The wider focus aligns directly with national policy frameworks—including NEP 2020, Viksit Bharat@2047, Start-up India, and Skill India, as well as global UNESCO and G20 priorities.

Key institutional initiatives include launching a “Humanities-DeepTech” Incubation Cell in collaboration with CIED IUST to foster wisdom-guided technology start-ups, implementing a “Theory-to-Practice Lab” pedagogical model, and organising decolonial research clusters and public policy roundtables. Ultimately, the plan leverages the Department’s position as the Kashmir Valley’s first Department of Philosophy to transform it into a global intellectual hub, balancing local context with universal relevance while correcting global epistemic inequalities.

IUST'S ARABIC DEPTT CHARTS PATH FROM CLASSICAL HERITAGE TO DIGITAL HEIGHTS



Arabic Studies: From Classical Depths to Digital Heights' is a forward-looking Institutional Development Plan (IDP) designed to transform the Department of Arabic Language & Literature at the Islamic University of Science and Technology into a vibrant centre of excellence in Arabic studies, research, innovation, skill development and global engagement. The plan is aligned with NEP 2020, Viksit Bharat@2047, Skill India, Start-up India, Sustainable Development Goals (SDGs), Outcome-Based Education (OBE), FYUGP, Indian Knowledge Systems (IKS) and emerging areas such as Artificial Intelligence and Digital Humanities.

The major objectives are to strengthen academic quality and employability-oriented education; promote interdisciplinary and innovative research; preserve and digitize Arabic manuscripts and cultural heritage; develop students' language, translation, communication and professional skills; establish stronger national and international academic linkages; enhance outreach and community engagement; and create a technology-enabled ecosystem for teaching, learning and research. The IDP also seeks to strengthen institutional governance, quality assurance and measurable academic performance through appropriate KPIs, MIS and periodic academic audits.

The plan proposes the establishment of a Departmental Library and Arabic Language/Skill Lab, development of digital resources and archives, and integration of AI, Digital Humanities and Virtual Reality into Arabic studies. A Centre/Cell for Arabic Research and Cultural Studies (CARC) is envisaged to facilitate collaborative research, manuscript studies, translation and documentation.

Skill-oriented programmes, including Spoken Arabic, translation, interpretation, digital Arabic and entrepreneurship-related courses, will enhance career readiness. The department will further strengthen its Arabic Language Immersion programmes, IKS-based curriculum, research methodology and manuscript studies. Academic collaborations, alumni engagement, seminars, outreach programmes and linkages with Arab institutions will expand the department's national and international visibility.

The IDP is expected to result in improved student enrolment, retention, learning outcomes and employability, along with greater participation in research, publications, projects and externally funded activities. It aims to produce graduates equipped with Arabic proficiency, digital competence, translation and professional skills.

The proposed infrastructure and digital initiatives will enhance teaching and research capacity, while manuscript digitisation and cultural projects will contribute to the preservation and dissemination of Arabic heritage. Ultimately, the plan seeks to establish the Department as a dynamic, innovative and globally connected centre for Arabic language, literature, culture and research, contributing meaningfully to Viksit Bharat@2047.

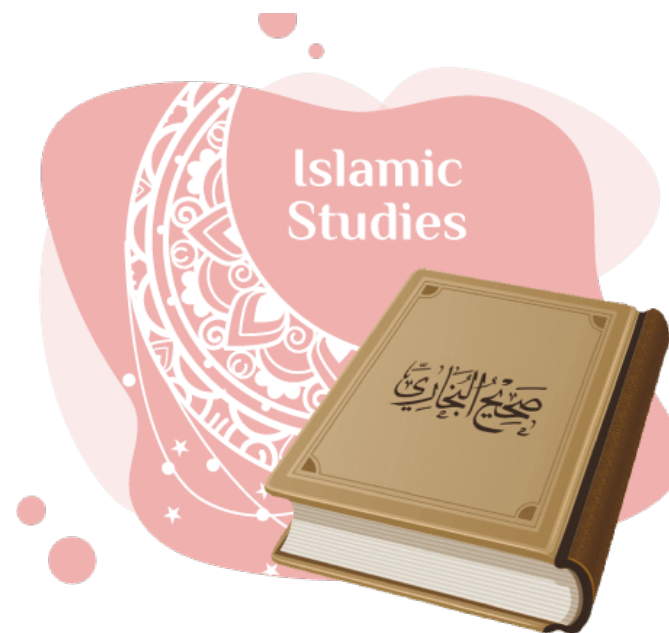
IUST REIMAGINES ISLAMIC SCHOLARSHIP FOR CHANGING WORLD

The Department of Islamic Studies envisions to develop as a leading academic and research hub integrating classical Islamic scholarship with modern disciplines and emerging technologies AI-driven research, sustainability, and global partnerships while promoting interfaith harmony and addressing contemporary challenges. Central to this vision is the modernization of curricula through the inclusion and integration of fields such as digital humanities, Islamic finance, peace and interfaith studies, gender justice, human rights, environmental ethics, artificial intelligence, and cyber security.

Currently, the Department offers Four-Year B.A (FYUGP), M.A (1 year and 2 years) and Ph.D Programmes simultaneously in alignment with Indian Knowledge System (IKS) and NEP-2020. To this effect, the Department provides rigorous education that combines classical Islamic sciences with modern perspectives, to produce ethically grounded, intellectually capable, and socially responsible graduates who can address contemporary challenges through informed scholarship and innovative thinking.

Aligning the programs with NEP 2020, the Department adopts an interdisciplinary approach and aspires to integrate fields such as digital humanities, peace studies, Interest-free economics and finance, gender justice, human rights, environmental ethics, religion and AI, digital Qur'an studies, Hadith analytics, Peace building, Interfaith Dialogue, Counseling, Islamic Psychology, and digital Waqf management into teaching and research.

The Department is committed to foster research that addresses national priorities and global challenges while placing a major emphasis on academic excellence and interdisciplinary engagement and expanding research beyond classical

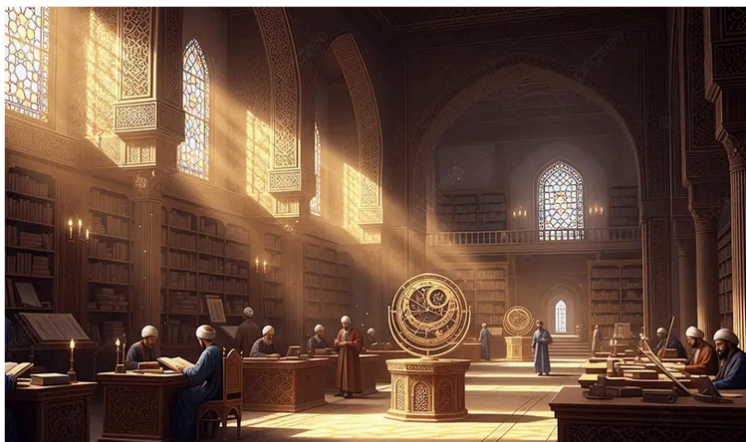


studies to address technology, governance, social justice, climate change, gender issues, and intercultural dialogue. To achieve this, it seeks to attract national and international funding, build strategic partnerships with renowned universities and organizations, and enhance research output through publications, conferences, and collaborative projects. Entrepreneurship, skill development, and industry engagement form another key pillar of the developmental strategy. The department aims at taking initiatives in Islamic publishing, digital content creation, heritage and religious, tourism, Islamic finance, counseling, and educational technology. Diploma/Certification courses (Arabic, Persian, Islamic finance, Zakat and Waqf management, digital ethics) and other market-relevant skills will equip students with practical and market-relevant skills, enhancing employability and community impact with Viksit Vision, 2047.

MCSS@2047: SHAPING FUTURE OF INTERDISCIPLINARY SCIENCE AND SOCIETAL IMPACT

The Mantaqi Centre for Science & Society (MCSS), IUST, through its Institutional Development Plan titled “Viksit_MCSS@2047”, envisions establishing itself as a dynamic hub for interdisciplinary education, research, innovation and community engagement, guided by the vision of “Bridging Science, Technology and Society Divide.” The Centre seeks to bring together natural sciences, social sciences, technology, humanities and policy perspectives to address complex societal, environmental, health and developmental challenges.

A central objective of the IDP is to strengthen academic excellence through multidisciplinary and future-oriented education. MCSS proposes new and flexible academic pathways incorporating Science, Technology and Society, digital society, citizen science, climate informatics, sustainable development, natural resource management, digital ethics and responsible AI. Problem-based, project-based, field-based and blended learning approaches will be promoted to develop critical thinking, data-driven decision-making, innovation, leadership and practical problem-solving skills. The plan envisages



new interdisciplinary academic programmes, technology-enabled curriculum revision and universal digital and data competency among students by 2047.

Research and innovation constitute another major pillar, with emphasis on applied, policy-relevant and community-linked research addressing Himalayan and regional challenges. Priority areas include public health, environment and pollution, social resilience, livelihoods, ecosystem services, technology for social good and human–environment interactions. The Centre will expand national and international collaborations, establish interdisciplinary research

networks, pursue competitive extramural funding, and promote innovation, intellectual property and knowledge transfer.

The IDP also places strong emphasis on skill development, entrepreneurship and community outreach. Short-term certification and vocational programmes, digital skills training, internships, industry-linked learning, innovation challenges and start-up incubation will provide students and communities with future-ready and livelihood-oriented competencies. Sustainable Solutions and Science & Society laboratories are envisaged as platforms for experiential learning, citizen science and co-creation of solutions.

By 2047, MCSS aims to strengthen its institutional capacity, international partnerships, research infrastructure and societal engagement while promoting sustainability, inclusion, evidence-based decision-making and science-policy dialogue. The Centre’s development framework seeks to create measurable academic, research and community outcomes and contribute to the broader aspirations of Viksit Bharat@2047 and the Sustainable Development Goals, while positioning MCSS as a regionally relevant and globally connected centre for science–society engagement.

IUST’S SMMCN&MT SETS VISION FOR ADVANCED NURSING EDUCATION

The Institutional Development Plan (IDP) of Syed Mantaqi Memorial College of Nursing and Medical Technology (SMMCN&MT), Islamic University of Science and Technology (IUST), provides a strategic roadmap for transforming the College into a centre of excellence in nursing education, research, innovation, skill development and community engagement. The Plan is aligned with NEP 2020, Viksit Bharat@2047, Skill India, Start-up India, Digital India and the Sustainable Development Goals (SDGs). Its overarching objective is to prepare highly skilled, compassionate, innovative and globally competent nursing professionals while contributing to improved health outcomes and community development.

Key objectives include strengthening competency-based and evidence-based nursing education, upgrading academic and clinical infrastructure, promoting digital learning and emerging technologies such as AI, telemedicine, data analytics and IoT, enhancing faculty capacity, developing research and grant culture, and expanding national



and international collaborations. The IDP also aims to strengthen community-based education and outreach, promote entrepreneurship among nursing graduates, and establish academic and administrative readiness for M.Sc. and Ph.D. Nursing programmes. Major initiatives include establishment and modernization of skill laboratories and high-fidelity simulation centres; development of digital health and AI-enabled learning facilities; faculty development programmes on outcome-based education, blended learning, simulation and research; certificate and

skill-development programmes; strengthened research support and grant-writing mechanisms; partnerships with universities, hospitals, NGOs and industry; and expansion of community health programmes and village adoption initiatives. The Plan further envisages development of Centres of Excellence in areas such as community health, critical care, digital health and sustainable health technologies.

Expected outcomes include improved student competencies, employability and global readiness; enhanced quality of teaching and clinical training; increased research publications, funded projects, patents and innovations; stronger faculty expertise; expanded academic and industry partnerships; and measurable improvement in community health outcomes. In the long term, SMMCN&MT aims to emerge as a nationally and globally recognized centre of excellence, an innovation and research hub, and a flagship institution contributing meaningfully to Viksit Bharat@2047 through skilled human resources, evidence-based healthcare innovations, inclusive education and sustainable community development.

HABBA KHATOON CENTRE REDEFINES KASHMIRI STUDIES FOR DIGITAL AGE

Habba Khatoon Centre for Kashmiri Language and Literature is a unique Centre in IUST. It aims to achieve great excellence in academics by producing students and researchers for future while connected them to Kashmiri language, culture and traditions. The Centre didn't want to work confined to history, language and literature but also grow with the needs of modern world.

To achieve this, the Centre plans to introduce futuristic curricula where Kashmiri language is studied parallel to the modern subjects like Artificial Intelligence, Data Science, and digital technologies. Students will be able to create digital dictionaries, translation apps, cultural archives, and new ways of preserving Kashmiri heritage.

The Centre also hopes to make Kashmiri part of global digital platforms so that the language

can reach younger generations and international audiences. The Centre will use modern technologies for teaching and research. The Centre will also adopt emerging and disruptive technologies in its teaching and research. Its important goal is to strengthen interdisciplinary learning. The Centre will work with other departments such as Computer Science, History, Sociology, and Management to design courses and projects that connect Kashmiri language with modern skills. This will give students more opportunities to apply their knowledge and make Kashmiri (Koshur) relevant in today's job market.

Besides this the Centre is positively adopting the that highlights the importance of Indian regional languages in higher education, promoting a multidisciplinary and interdisciplinary approach in academics. The goal of this to polish the traditional

environment for research and innovation. To develop the vision, the Habba Khatoon Centre for Kashmiri Language and Literature has been actively working to apply these principles into its academic, cultural and language development programs.

The Centre ensures that the Kashmiri language is not only preserved but also seamlessly integrated into modern educational practices and academic life. In connection with the National Education Policy (NEP) 2020 and the university's strategic academic vision, the Habba Khatoon Centre for Kashmiri Language and Literature aims to introduce Kashmiri Language (Koshur) as a subject under the Four-Year Undergraduate Programme (FYUGP) from the academic session 2027.

URDU@2047: IUST ADVANCES URDU LANGUAGE, LITERATURE, DIGITAL INNOVATION

The Centre for Promotion of Urdu Language and Literature aims to promote quality and comparative research in Urdu language and literature while developing interdisciplinary linkages with translation, media, digital humanities, Artificial Intelligence and language technology. It seeks to preserve, document and share the literary and cultural heritage of Jammu & Kashmir and to develop students' language, communication, writing, translation and digital skills for academic and professional growth. In keeping with the spirit of NEP 2020 and FYUGP, the Centre also seeks to provide flexible, multidisciplinary and learner centered opportunities for Urdu studies.

The Centre expects to broaden student and researcher engagement with Urdu and

interdisciplinary scholarship, strengthen research capacity and encourage greater integration of Urdu with contemporary academic and professional fields. Its activities are expected to enhance employable and transferable skills in language, writing, translation, media and digital learning, while supporting systematic documentation and wider accessibility of Jammu & Kashmir's Urdu literary heritage. A significant long-term outcome is the creation of more human resources in Urdu and allied areas, including researchers, teachers, translators, writers and other professionals, thereby contributing to the sustained academic and cultural development of the language.

In its forthcoming phase, Centre intends to initiate a PhD programme in Urdu, subject to enhance universities academic and research prospect.

Furthermore, the Centre intends to introduce Urdu as a Minor Course under FYUGP to strengthen the programme structure and provide students with a sustained pathway for Urdu studies in accordance with NEP 2020. The Centre proposes to organise regular workshops, seminars, lectures, conferences and literary programmes and to undertake outreach initiatives for educational institutions and the wider community. Further initiatives will include certificate and skill-oriented programmes in translation, media writing and Urdu journalism, digital humanities and documentation projects, preservation of regional literary resources, and academic and cultural collaborations with universities, research institutions and literary organisations.

FROM HERITAGE TO DIGITAL INNOVATION: IUST CHARTS FUTURE OF WEST HIMALAYAN CULTURAL STUDIES

The Institutional Development Plan (IDP) of the Rinchen Shah Center for West Himalayan Cultures (RSCWHC), IUST, presents a strategic roadmap to establish the Centre as a globally recognized hub for the study, preservation and promotion of the diverse cultural heritage of the Western Himalayas. Established in 2008, the Centre adopts an interdisciplinary approach to understanding the region's interconnected social, cultural, linguistic, historical and political traditions, encompassing areas including Kashmir, Jammu, Ladakh-Baltistan, Gilgit, Kullu-Manali and Lahaul-Spiti. Its vision, Viksit_RSCWHC@2047, is guided by the tagline "Preserving Heritage, Advancing Knowledge, Fostering Innovation in Cultural Studies at IUST."

The IDP seeks to strengthen multidisciplinary research and education, facilitate knowledge exchange among academics, students and policymakers, and deepen community engagement

to address socio-cultural challenges. By 2047, RSCWHC aims to develop into a comprehensive digital repository of West Himalayan heritage and a centre of excellence in Himalayan cultural studies, leveraging emerging technologies, digital archiving and international collaborations. The plan aligns with NEP 2020, Viksit Bharat@2047, sustainable development goals and inclusive policy priorities, positioning cultural research as a tool for social development and regional understanding.

The development roadmap is structured into short-, mid- and long-term phases. During 2023–2030, priorities include updating curricula, introducing open electives and skill-based modules, launching an Integrated B.A.–M.A. programme in Tribe and Heritage Studies, establishing a Post-Doctoral Fellowship and Tribal Chair, strengthening faculty and research capacity, developing a digital archive and heritage museum, and expanding research funding and academic events. The 2030–2040

phase envisages international conferences, global academic partnerships, a flagship State of West Himalayan Cultures publication, a consultancy wing and expanded museum and archival facilities.

By 2040–2047, the Centre aims to achieve international recognition, emerge as a regional training hub for Himalayan studies, establish field stations in Ladakh/Kargil, and create sustainable faculty chairs and heritage repositories. The IDP also emphasizes transparent governance, diversified funding, financial sustainability and systematic monitoring and evaluation through annual reviews, external assessments, audits and stakeholder feedback.

Overall, the plan seeks to transform RSCWHC into a future-ready, digitally enabled and globally connected centre for Himalayan cultural scholarship, preserving the region's heritage while generating knowledge and community impact for generations to come.

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