



**Yashwantrao Chavan
Maharashtra Open University**



INSTITUTIONAL DEVELOPMENT PLAN (2025-2035)

Planning and Co-ordination Cell

Dnyangangotri, Near Gangapur Dam, Goverdhan, Nashik - 422 222

Website : <https://ycmou.ac.in>

विद्यापीठगीत

एक प्रतिज्ञा असे आमुची ज्ञानाची साधना ।
चिरंतन ज्ञानाची साधना ।
ज्ञान हेच संजीवन सान्या जगताच्या जीवना ॥ १ ॥

ज्योत जागवू सुजाणतेची सकलांच्या अंतरी ।
तीच निवारील पटल तमाचे प्रभात सूर्यापरी ।
ज्ञानच देऊळ, ज्ञानच दैवत, प्रगतीच्या पूजना ॥ १ ॥

नव्या युगाचा नव्या जगाचा ज्ञान धर्म आहे ।
त्यातच आमुच्या उजळ उद्याचे आश्वासन राहे ।
मुक्त करील तो परंपरेच्या बंदिघरातुन मना ॥ २ ॥

हाच मंत्र नेईल आम्हाला दिव्य भविष्याकडे ।
न्यायनितीचे पाऊल जेथे भेदाशी ना अडे ।
जे जे मंगल पावन त्याची जेथे आराधना ॥ ३ ॥

कुसुमाग्रज

University Song : Gist

We pledge to pursue knowledge, eternally and incessantly. Knowledge being omnipresent, we will strive to enlighten the flame of prudence forever in our hearts. Radiance of knowledge will overcome the darkness. Knowledge is the Temple; Knowledge is the Deity in the worship of progress. Knowledge being the religion of new universe and new era; it promises us of brighter future, by liberating our minds from the confines of tradition. Incantation of knowledge will lead us to footsteps of justice and a glorious future. Knowledge alone would incline us to worship everything auspicious and pure.





Yashwantrao Chavan Maharashtra Open University
Nashik – 422 222

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Website : <https://ycmou.ac.in>

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Vice Chancellor's Message

It is with great pride and enthusiasm that I present the Institutional Development Plan of Yashwantrao Chavan Maharashtra Open University (YCMOU). For over three decades, YCMOU has been a beacon of knowledge, democratizing education and empowering learners across Maharashtra. This Institutional Development Plan is a visionary roadmap that aligns with our core values of accessibility, inclusivity, flexibility, and academic excellence, ensuring that our institution continues to grow and serve the needs of society effectively.

Since its inception in 1989, YCMOU has remained committed to the principle that education should transcend barriers of geography, socio-economic status, and age. Our extensive network of regional and learning support centers, combined with innovative digital learning initiatives, has enabled us to reach students in the most remote corners of Maharashtra. Today, we stand as one of India's largest open universities, catering to over 500,000 learners annually, offering diverse academic programs ranging from certificates to postgraduate degrees.

In an era of rapid technological advancements and evolving educational paradigms, YCMOU is poised to embrace the challenges and opportunities that lie ahead. Our Institutional Development Plan outlines key strategies for academic program innovation, research excellence, digital transformation, industry collaboration, and infrastructure expansion. By integrating emerging technologies such as Artificial Intelligence, Virtual Reality, and Blockchain in education and administration, we aim to enhance the learning experience, improve efficiency, and ensure greater transparency in our processes.

YCMOU is dedicated to aligning with the National Education Policy (NEP) 2020, focusing on interdisciplinary learning, skill-based education, and lifelong learning opportunities. We recognize the importance of fostering a research-driven ecosystem, strengthening industry partnerships, and providing robust student support services to enhance employability. Furthermore, our commitment to sustainable development, environmental consciousness, and community outreach reflects our resolve to contribute meaningfully to societal progress.

As we embark on this transformative journey, I extend my sincere gratitude to our dedicated faculty, staff, and students, whose relentless efforts and passion drive our mission forward. I also acknowledge the unwavering support of our stakeholders, including the Government of Maharashtra, the academic community, industry leaders, and our esteemed alumni. Together, we will continue to push the boundaries of open and distance learning, making quality education accessible to all.

With this Institutional Development Plan as our guiding framework, I am confident that YCMOU will achieve new heights of excellence, innovation, and impact which will be a real contribution of YCMOU for nation development to achieve goal of Vikasit Bharat 2047. Let us move forward with determination and vision, ensuring that education remains a powerful tool for empowerment and social transformation.



Pro Vice-Chancellor's Message

Yashwantrao Chavan Maharashtra Open University (YCMOU) prepared an Institutional Development Plan. It is a road map to growth and transformation over the coming years.

This plan reflects the University's vision and commitment to education as the key to societal and national progress. I firmly believe that no nation can truly flourish without a strong foundation in higher education. Our guiding principle "Dnyan Ganga Gharo Ghari", emphasizes the importance of accessible and inclusive education for all.

As we look ahead our focus is on strengthening academic excellence, enhancing digital infrastructure and fostering an environment of research and innovation.

This plan has been designed with the vision of fostering personal growth, enhancing critical thinking, and instilling a deep sense of responsibility towards society and the nation.

I sincerely thank the Maharashtra Government for its unwavering support, and I believe they will continue to support us in the future too. I also look forward to the continued encouragement and collaboration with our academic partners and alumni.

With full confidence in our faculty, staff, and students, I am certain that they will drive YCMOU towards the new heights of excellence. I truly believe that this plan will serve as a roadmap to achieve the vision of "विकसित भारत" by 2047.

I conclude with Swami Vivekanand's saying "Arise, awake and stop not till the goal is reached."

Thank You!



A Message from the Chairman

“Reaching the Unreached”

Dear Esteemed Stakeholders of Yashwantrao Chavan Maharashtra Open University,

It is with immense pleasure and a profound sense of responsibility that I present the Institutional Development Plan for Yashwantrao Chavan Maharashtra Open University (YCMOU) for the decade spanning 2025 to 2035. This comprehensive document, meticulously crafted through thoughtful deliberation and with invaluable input from various stakeholders, especially from committee members serves as our roadmap for navigating the evolving landscape of higher education and reaffirming YCMOU's unwavering commitment to its founding principles of access, equity, affordability, and quality.

As we embark on this transformative journey, our vision remains clear: to position YCMOU as a dynamic and future-ready leader known for its inclusive but transformative nature in open and distance learning, making education more accessible, digitally empowered, and relevant to the evolving needs of our learners and society. This Institutional Development Plan is strategically structured around five key pillars, each designed to address critical aspects of institutional growth and development.

Academic Excellence and Digital Learning will be driven by NEP 2020 alignment, offering flexible entry/exit options in UG & PG programs. We will expand online learning through advanced e-content, AI tools, and virtual labs via Maha-Dnyandeep. Establishing a "School of Emerging Technologies" and an "AI Chair" will position us at the forefront of digital education.

Expanding Access and Community Engagement remains core. We aim to increase our reach by expanding regional centers and learning support centers focusing on underserved regions. Collaborations with Gram Panchayats, NGOs, and government bodies will facilitate skill-based programs for community empowerment.

Industry Linkages and Employability will be strengthened through robust academia-industry partnerships, internships, apprenticeships, and startup support.

Research and Innovation will be fostered by strengthening the Yash Center for Innovation, Incubation, and Linkages (YCHIIL).

Governance, Infrastructure & Quality Assurance will be enhanced through ERP implementation, upgraded physical and digital infrastructure, centers of excellence for research and faculty training, and the pursuit of national recognition.

By 2035, we anticipate increasing learners enrollment, launching numerous online and MOOC programs, creating our own YOOC program and significantly strengthening skill-based education and employability. Our expanded global collaborations and study center network will solidify YCMOU's vision of reaching the unreached.

This Institutional Development Plan is a collective vision. I call upon all stakeholders to actively participate in its realization. Together, we will ensure YCMOU remains a beacon of accessible, quality, inclusive and industry-relevant education for all.

Thank You.

Prof. Rajan Welukar

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Key Features of the Institutional Development Plan (2025-2035)

Keeping in view that in Academic year 2025-35 where YCMOU will stand, this Institutional Development Plan has been prepared. While preparing following areas with futuristic suggestions included. Brief are as follows

A. Academic Excellence & Digital Learning

- Align curriculum with National Education Policy (NEP) 2020, integrating multidisciplinary learning, experiential education, and skill development.
- Introduce multiple entry and exit options in UG & PG programs.
- Expand online learning programs, e-content production, AI-based learning tools, and virtual labs.
- Establish a "School of Emerging Technologies" and an "AI Chair" for advancing digital education.

B. Expanding Access & Community Engagement

- Strengthen regional and learning support centers in underserved areas.
- Develop contextualized learning materials in local languages to cater to rural and tribal learners.
- Implement scholarship and financial aid programs for marginalized students.
- Collaborate with Gram Panchayats, NGOs, and government bodies to design skill-based programs.

C. Industry Linkages & Employability

- Build stronger academia-industry partnerships for skill-based learning and job placement.
- Introduce internships, apprenticeships, and startup incubation support.
- Expand career counseling, placement cells, and alumni networks.
- Design industry-specific programs, e.g., logistics, healthcare, IT, and agriculture.

D. Research & Innovation

- Strengthen the Yash Center for Innovation, Incubation, and Linkages (YCIIIL).
- Promote interdisciplinary research, patents, and intellectual property awareness.
- Establish state-of-the-art research labs and innovation hubs.
- Encourage faculty and student startups with funding support.

E. Governance, Infrastructure & Quality Assurance

- Implement ERP for automation of academic and administrative processes.
- Upgrade physical and digital infrastructure (libraries, classrooms, digital learning spaces).
- Establish centers of excellence for research & faculty training.
- Achieve higher NAAC accreditation, international collaborations, and recognition.

3. Expected Outcomes by 2035

- Increase student enrollment from 5 lakh to 14 lakh.
- Expand regional centers from 8 to 15 and learning support centers from 1,768 to 3,000.
- Launch MOOCs, AI-powered student support, and 27+ online degree programs.
- Strengthen skill-based education and employability for rural and urban students.
- Establish global collaborations and overseas study centers.

This Institutional Development Plan (2025-2035) ensures that YCMOU remains a leader in open and distance learning, making education more accessible, digital, and industry-relevant while upholding quality and innovation.



About YCMOU

1.1 Profile of the University

1.2 Organizational Structure of the University

1.3 Institutional SWOC Analysis

1. About the YCMOU

1.1 Profile of the University:

YCMOU has successfully served the people of Maharashtra for 34 years, expanding access to higher education and fostering lifelong learning. It is founded on the principles of access, equity, affordability, flexibility, inclusiveness and quality. YCMOU has grown significantly, with a substantial increase in student enrollment and a diverse portfolio of academic programs. The University's extensive network of Regional Centers and Learning Support Centers has facilitated access for learners across the state. YCMOU has consistently demonstrated a commitment to academic excellence and has made significant contributions to enhancing the Gross Enrolment Ratio in Maharashtra. YCMOU has played a crucial role in shaping the landscape of open and distance learning in Maharashtra, setting a high standard for quality and inclusivity in higher education. It plays a vital role in promoting higher education and skill development in the state of Maharashtra.

- YCMOU State Open University was established in 1989 under the act of Maharashtra State Legislation YCMOU act 1989 (XX) at Nashik, Maharashtra, for the democratization of higher education in Maharashtra.
- It is one of the mega Open Universities in India, catering to more than 5,00,000 distance learners every year. YCMOU has headquarter at 'Dnyangangotri' in Nashik, spread over 147 acres.
- YCMOU is a Self-Financed University functioning through a multi-tier system: headquarter at Nashik, 8 Regional Centers, 4 Sub-centers, 1 District Center and 1768 Learning Support Centers (LSCs).
- YCMOU is accredited with A Grade in 2022 during the first cycle of NAAC.
- Currently, YCMOU has 19 Faculty, 141 Non-teaching staff, 43 Technical staff, and 82 Academic Consultants/Coordinators on its role.
- YCMOU has received an Award of Institutional Excellence in Open and Distance Learning from Commonwealth of Learning (COL), Canada, successively for two times, in 2002 and 2019.
- YCMOU has secured the fourth position in “Swachha Campus Ranking” in 2019 by Ministry of Human Resource Development, Government of India.
- YCMOU offers 34 certificate programs, 47 diploma programs, 17

undergraduate programs, and 23 postgraduate programs.

List of existing programs: Certificate, Diploma, UG and PG

Sr. No	Title of the Programme
Certificate Programme	
1	Certificate Programme in Human Rights
2	Certificate Programme in Counselor Training
3	Certificate Programme in Industry Connect Internship
4	Certificate Programme in Building Employability Skills
5	Certificate Programme in Innovation & Entrepreneurship
6	Certificate for Content Cum Methodology
7	Certificate for Early Childhood Care Education
8	Certificate Programme Basic Self Help Group
9	Domestic Workers Skill(with Credits)-Distance Education-2018 Pattern-Domestic Workers Skill-Domestic Workers Skill
10	Certificate Programme in Value Education : Fundamental
11	Certificate in Gardening
12	Foundation in Agricultural Sciences
13	Certificate Programme in Beekeeping
14	Certificate in Advanced Excel
15	Certificate in Advanced Computerized Financial Accounting
16	Certificate in Data Analytics
17	Certificate Programme in Introduction Pali Language & Grammer
18	Certificate Programme in German Language
19	Certificate Programme in French Language
20	Certificate Programme in English Language
21	Certificate Programme in Information Technology for School going Learners (Elementary)
22	Certificate Programme in Information Technology for School going Learners (Secondary))
23	Certificate Programme in Farmer Producer Company Management
24	Certificate Programme for Gram RojgarSevak
25	Certificate in Beauty Parlour Management
26	Certificate in PatkathaLekhan
27	Certificate in Digital Photography
28	Certificate in Drone System Introductory Program
29	Certificate in Drone System Intermediate Program
30	Advance Certificate in Drone System Program
31	Certificate in Arogyamitra
32	Certificate in Rugnasahayak
33	Certificate in Nutrition and Dietetics
34	Certificate in Curative Yoga
Diploma Programmes	
1	Diploma in Gandhi VicharDarshan
2	Diploma in Journalism & Mass Communication
3	Diploma in Co- operative Management

4	Diploma in Co- operative Management BANKING
5	Diploma in Aviation , Hopitality and Travel & TourismManagement
6	Diploma in Transport Management
7	Diploma in Hostel Management
8	Diploma in School Management
9	Diploma in Horticulture
10	Diploma in Agribusiness Management
11	Diploma in Fruits Production
12	Diploma in Floriculture Landscape Gardening
13	Diploma in Vegetable Production
14	Diploma in Agro journalism
15	Diploma in Essential Skills (DES)
16	Diploma In Statistics
17	Diploma in Computerized Financial Accounting
18	Diploma in Fire Safety Engineering and Management
19	Diploma in Fabrication
20	Diploma in Shipping and Logistics
21	Advanced Diploma in Shipping and Logistics
22	Diploma in Local Self Government
23	Diploma in Local Government Financial Management
24	Diploma in Value Education and Spirituality
25	Diploma in Interior Design Decoration
26	Diploma in Automobile Techniques
27	Diploma for Civil Supervisor
28	Diploma for Fitter
29	Diploma in Computer Hardware Maintenance and Network Technology Windows 2008
30	Diploma in Event Management
31	Diploma in Hospitality Studies
32	Advanced Diploma in Event Management
33	Advanced Diploma in Hospitality Studies
34	Diploma in Fashion Design
35	Advanced Diploma in Fashion Design
36	Diploma in Interior Design
37	Advanced Diploma in Interior Design
38	V127 - Dip. Fine Arts (Painting) (with Credits)-Distance Education-2020 Pattern-DFA Painting-DFA Painting
39	Diploma for Electrician & Domestic Appliances Maintenance
40	Diploma in Dramatics (DID)(with Credits)-Regular-2019 CGPA Pattern-Diploma in Dramatics-Diploma in Dramatics
41	Diploma in Yog Shikshak (Yog Teacher)
42	Diploma in Nritya Yogasutra
43	Diploma in Nutrition and Dietetics
44	Diploma In Patient Assistant
45	Adv. Dip. in Counselling and Mental Health (with Credits)-Blended Mode-2021 Pattern-ADCMH-ADCMH
46	Advanced Diploma in Healthcare Quality Management
47	Advanced Diploma in Nutrition and Dietetics

UG Programmes	
1	Bachelor of Arts
2	Bachelor of Commerce (English/Marathi Medium)
3	Bachelor of Arts(Mass Communication and Journalism)
4	Bachelor of Library and Information Science
5	Bachelor of Computer Applications
6	Bachelor of Science(Computer System Administration)
7	Bachelor of Business Administration-Business Process Management
8	Bachelor of Education (Special Education)
9	Bachelor of Education
10	Bachelor of Science (Media Graphics &Animation)
11	Bachelor of Science (Physics, Chemistry, Mathematics)
12	Bachelor of Science (Botany, Chemistry, Zoology)
13	Bachelor of Science(Hospitality Studies)
14	Bachelor of Science(Data Science)
15	Bachelor of Business Administration (Accounting and finance management)
16	Bachelor of Business administration (Event management)
17	Bachelor of Arts (Facility and Service Management)
Post Graduate Programmes	
1	Master of Commerce
2	Master of Arts -Urdu
3	Master of Arts (Hindi)
4	Master of Arts (Economics)
5	Master of Arts (Public Administration)
6	Master of Arts (Marathi)
7	Master of Arts (Education)
8	Master of Arts (History)
9	Master of Library and Information Science
10	Master of Business Administration
11	Master of Science -Mathematics
12	Master of Science -Physics
13	Master of Science -Chemistry
14	Master of Science -Zoology
15	Master of Science -Botany
16	Master of Science (Environmental Science)
17	Master of Arts (Mass communication and Journalism)
18	Master of Arts (Psychology)
19	Master of Arts (Political Science)
20	Master of Computer Applications
21	Master of Arts (English)
22	Master of Arts (Sociology)
23	Master of Arts (Yoga)

Regional Center List with LSC attached

Sr. No	Regional Centre	Total Number of LSC
1	Amravati	259
2	Chatrapati Sambhajinagar	197
3	Kolhapur	148
4	Mumbai	193
5	Nagpur	229
6	Nanded	211
7	Nashik	283
8	Pune	248

Sub-Center List

Sr. No.	Center Name
1	Baramati
2	Ratnagiri
3	Thane
4	Amalner

District Center List

Sr. No.	Center Name
1.	Gopbandhudas Lokshikshan Kendra, Latur

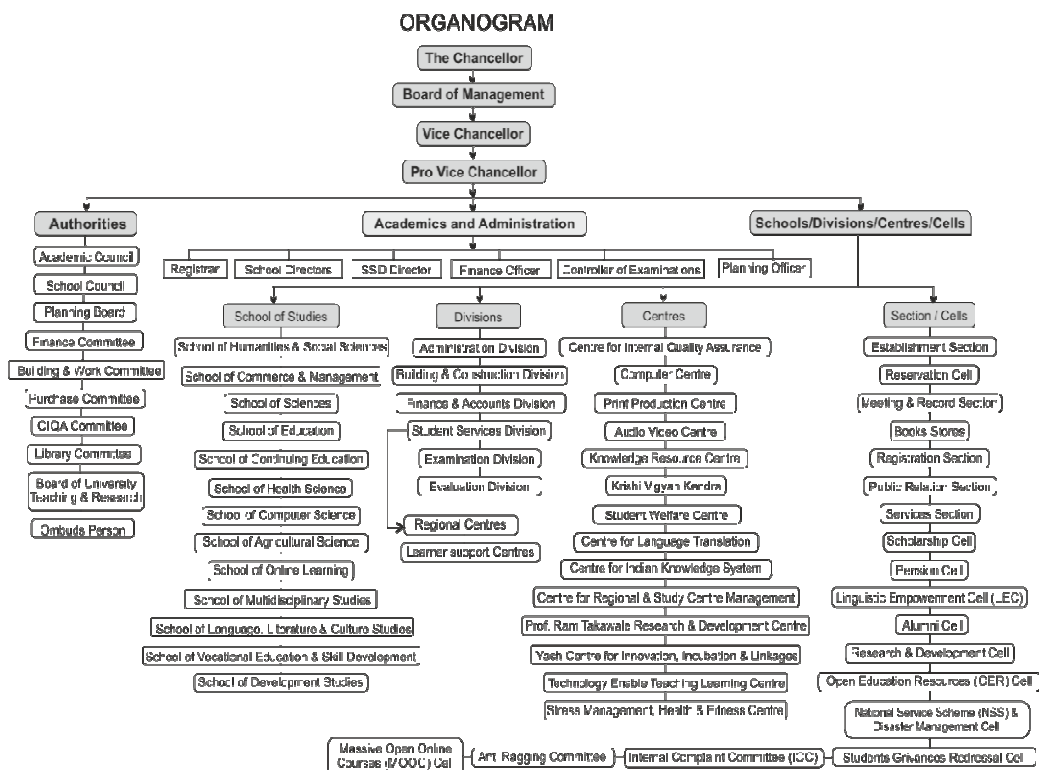
Region and District-wise Learning Support Centers

Sr. No.	Districts	LSC Count
Regional Center : AMRAVATI		
1	Akola	37
2	Amrawati	60
3	Buldhana	52
4	Washim	55
5	Yavatmal	55
Regional Center : Chh. Sambhajinagar		
1	Beed	64

Sr. No.	Districts	LSC Count
2	Chhatrapati Sambhaji Nagar	73
3	Dharashiv	22
4	Jalna	38
Regional Center : MUMBAI		
1	Mumbai City	62
2	Mumbai Suburban	21
3	Palghar	18
4	Raigad	21
5	Thane	71
Regional Center : NAGPUR		
1	Bhandara	38
2	Chandrapur	40
3	Gadchiroli	20
4	Gondiya	29
5	Nagpur	76
6	Wardha	26
Regional Center : NASHIK		
1	Ahmednagar	65
2	Dhule	38
3	Jalgaon	48
4	Nandurbar	24
5	Nashik	107
Regional Center : PUNE		
1	Pune	154
2	Satara	34
3	Solapur	60
Regional Center : KOLHAPUR		
1	Kolhapur	63
2	Ratnagiri	17
3	Sangli	43
4	Sindhudurg	25
Regional Center : NANDED		
Sr. No.	Districts	LSC Count
1	Hingoli	33
2	Latur	50
3	Nanded	81

Sr. No.	Districts	LSC Count
4	Parbhani	48

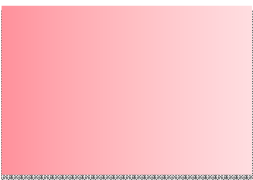
1.2 Organizational Structure of the University:



1.3 Institutional SWOC Analysis

Strengths

- **Strong Human Resource Base:** YCMOU boasts a large pool of trained manpower, including more than 14,000 content writers, editors, and counselors, ensuring the development of high-quality learning materials.
- **Diverse Academic Offerings:** The university offers a wide range of need-based academic programs, catering to diverse learning needs and career aspirations. YCMOU offers 34 certificate programs, 47 diploma programs, 17 undergraduate programs, and 23 postgraduate programs.
- **Extensive Network of Learning Centers:** YCMOU has an extensive network of 1768 Learning Support Centers (LSCs), strategically distributed across 36 districts under 8 regional centers, ensuring widespread accessibility and support for learners across the state.
- **Significant Reach in Rural and Remote Areas:** A significant portion of

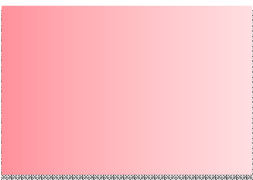


YCMOU's learners come from rural and tribal areas, demonstrating the university's success in reaching underserved populations.

- **High Level of Automation:** YCMOU has implemented significant automation in key processes such as admissions, examinations, evaluation, administration, and management, enhancing efficiency and improving service delivery.
- **Established Recognition:** YCMOU has built a strong reputation as a leading provider of open and distance learning in Maharashtra, enjoying significant brand recognition and trust among learners.
- **Experienced and Dedicated Faculty:** YCMOU has a dedicated team of experienced faculty members with expertise in various disciplines, contributing to the quality of education.
- **Focus on Learner-Centric Approach:** The University emphasizes a learner-centric approach, focusing on student needs and providing flexible learning options to suit diverse learning styles.
- **Lush Green rich Campus:** The YCMOU campus at Dnyangangotri in Nashik is known for its lush greenery and serene environment, providing a conducive atmosphere for learning and research.
- **Robust Examination System:** Examination Papers are sent through the most secured and tamper free Secure Remote Paper Delivery (SRPD) system and Examination is conducted on designated examination centers.
- **Block chain Technology:** YCMOU has implemented block chain technology in awarding degree certificates to students.

Weaknesses

- **Limited Integration of Interactive Multimedia:** While e-books are utilized, there may be limited integration of interactive multimedia elements within the text, potentially reducing learner engagement and effectiveness.
- **Scope for Enhanced Learner and Teacher Feedback Mechanisms:** While feedback mechanisms exist, there is scope for developing a more robust and "just-in-time" system to collect and analyze feedback from learners and teachers, enabling timely improvements in teaching-learning processes.
- **Limited Database for Alumni Engagement:** A comprehensive database of alumni engagement in society may be lacking, hindering efforts to leverage the alumni network for career guidance, mentorship, and fundraising.
- **Dependence on Traditional Teaching Methods:** While embracing distance learning, there may be a need to further emphasize and integrate innovative



teaching methodologies, such as blended learning, experiential learning, and the use of emerging technologies like AI and VR.

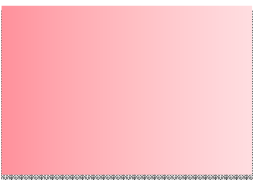
- **Limited Research Collaboration:** While research activities are encouraged, there may be scope for further strengthening interdisciplinary research collaborations and fostering a more vibrant research culture.

Opportunities

- **Large Number of Students:** With a population of 130 million, Maharashtra presents a significant opportunity for distance education. YCMOU can capitalize on this by expanding its reach and offering a diverse range of programs to cater to the diverse needs of the state's population.
- **High Demand for Skill-Based Education:** There is a growing demand for skilled professionals across various sectors in Maharashtra. YCMOU can leverage this by developing and offering a wide range of vocational and skill-based programs aligned with industry needs.
- **Leveraging ICT for Enhanced Reach:** YCMOU can leverage cutting-edge Information and Communication Technologies (ICT) such as AI, VR/AR, and Big Data analytics to enhance the learning experience, improve accessibility for learners in remote areas, and personalize learning journeys.
- **Collaboration for Enhanced Access and Mobility:** Collaborations with conventional, technical, and professional universities can enhance student mobility, expand program offerings, and provide access to a wider range of resources and expertise.
- **Emerging Trends:** Exploring and adapting to emerging trends in education, such as personalized learning, lifelong learning, and the use of AI-powered educational technologies, can position YCMOU at the forefront of innovation in open and distance learning.

Challenges

- **Bridging the Employment Gap:** Ensuring that YCMOU graduates are equally valued and accepted in the employment market as graduates from conventional universities.
- **Facilitating Collaboration with Conventional Universities:** Encouraging greater collaboration and resource sharing between YCMOU and conventional universities, including faculty exchange, joint research initiatives, dual degree, and credit transfer mechanisms.
- **Maintaining Quality Standards:** Ensuring that the quality of education delivered through distance learning is consistently maintained at par with,



and in some cases, surpasses the standards of conventional education systems.

- **Continuous Professional Development:** Ensuring continuous professional development for faculty, administrators, and support staff through in-house training programs, workshops, and other relevant initiatives to enhance their skills and knowledge in open and distance learning.
- **Staying Ahead of Technological Advancements:** Adapting to the rapidly evolving technological landscape and incorporating the latest advancements in education technology into teaching and learning processes.
- **Addressing the Digital Divide:** Ensuring equitable access to technology and internet connectivity for all learners, particularly those in rural and remote areas.



2

Introduction

2.1 Vision

2.2 Mission

2.3 Goals and Objective

2.4 Executive Summary



2. Introduction

2.1 Vision

- The vision of the university is “to become as *Mass Varsity*, reaching out to large number of learners through seamless access to learner-centric quality education.”

2.2 Mission


The mission of the university, derived from its act is based on playing a significant role in widening access to quality higher education through:

- Making affordable higher education available to all those aspiring to it, regardless of previous qualification, gender, region, religion or caste.
- Providing sustainable and high-quality programs across disciplines, at different levels, to meet the diverse needs of learners;
- Effectively using ICT to support learning, provide a flexible system of education, meet the challenges of access and equity and facilitate development of a knowledge society.
- Strengthening the development of resource centre to set a proactive role model for high quality and learner-centric open and distance learning system.
- Sharing professional capabilities and resources to maintain and coordinate standards of distance education.
- Developing networks using emerging technologies and methods for effective program delivery to the last mile learners in Maharashtra.
- Forging convergence of all systems and work for seamless education across national boundaries to develop global collaborations and partnerships.
- Promoting national integration, integrated development of our people, and community participation in education and development.

2.3 Goals and Objectives

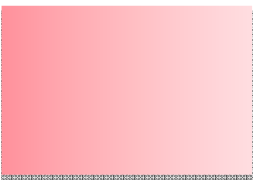
The objects of the Yashwantrao Chavan Maharashtra Open University shall

- to promote innovations, research and discovery in all fields of human



endeavour by developing educational network with the use of modern communication media and technologies appropriate for a learning society;

- to provide an innovative system of university level education, flexible and open, in regard to methods and pace of learning, combination of courses, eligibility for enrolment, age of entry, conduct of examination and operation of the programmes with a view to promote learning and encourage excellence in all fields of knowledge ;
- to contribute to the improvement of the educational system in the State by providing a non-formal channel complementary to the formal system and encouraging transfer of credits and exchange of teaching staff by making wide use of texts and other software developed by the University ;
- to develop innovative, need based vocational courses and establish industry, institution linkage for developing the society ;
- to provide through incidental and non-formal means, for continuing and extension of education in various cultural forms, arts, crafts and skills of the country, raising their quality and improving their availability to the people ;
- to provide suitable post-graduate courses of study and promote and make provision for research and development in various fields of knowledge and particularly in the field of educational technologies and distance or mediated education for effective and efficient teaching, learning, evaluation and dissemination of knowledge ;
- to provide or arrange for training of teachers required for open and distance education system ;
- to provide for counselling and guidance to its students ; and
- to promote national integration, integrated development of the human personality and advance the culture of the people of Maharashtra in particular, and India in general, using rich cultural heritage and traditions of social reform of the people of Maharashtra.
- to provide major part of its resources and direct efforts in designing, developing and offering need-based and relevant vocational and technical courses forming major thrust of the University;
- to have least dependence on the grants of the State Government and, after the initial formative period of about five years, be self-supporting in its operating cost by attracting social and private contributions to its programmes and by charging fees based on unit operating cost ;
- to develop working culture and achieving economics of scale through

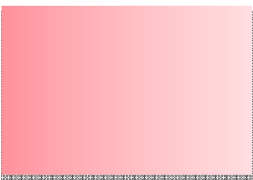


mechanization, computerization and economic and efficient administration without any loss of quality and standards in education.

2.4 Executive Summary

Yashwantrao Chavan Maharashtra Open University (YCMOU) is established by an Act of the Maharashtra State Legislature (Act No. XX (20) of 1989) on 1st July 1989 for the democratisation of higher education in Maharashtra. The University offers higher education at affordable costs to large segments of the population by removing barriers of age, place, and pace of study, as well as leveraging interaction by offering seamless teaching-learning experiences. YCMOU is one of the Mega Open Universities in India, which disseminates learning through continuing education and lifelong learning to the working population in Maharashtra, including practising farmers and farmwomen. YCMOU is a self-financed University functioning under the Ministry of Higher and Technical Education, Government of Maharashtra and is recognised under Section 12 (B) from the UGC, New Delhi. The Governor of Maharashtra is the Chancellor of the University. The University functions through a multi-tier system: the headquarters at Nashik, 8 regional centres, and 1768 Learner support centres (LSC), which function in higher education institutions. There are 67 sanctioned positions for teachers, 214 non-teaching staff, and 69 technical positions at the University. The University follows a multi-layered strategy to reach out to all segments of society, particularly those that are unreached through conventional mode. Pre-admission counselling is provided to prospective learners to help them choose the right program and provide guidance and support in the submission of their application forms online. The University has made special efforts to extend its outreach by establishing Special Learning Centers for Rural Youth, Farmers, Farmwomen and Special LSCs in Jails, rural, tribal and remote areas. YCMOU is strengthening its network of Regional Centers (RCs) and Learning Support Centers (LSCs) in rural, tribal, and hilly regions to enhance accessibility and ensure that quality education reaches learners in even the most remote areas.

YCMOU has developed a curriculum that addresses the educational needs of all sections of the population and offers programs for updating, retraining, and personal enrichment. The development of program proposals is based on the assessment and need analysis report thoroughly examined by the School Council (SC), Planning Board (PB) and Academic Council (AC) to ensure that the University's Mission Statements are translated into program and course learning



outcomes with courses to enhance employability, competencies and skills. Rigorous processes are followed for the design, development and delivery of the curricula, involving subject experts from across the state. The University follows a credit system. A number of academic programs at the University are based on a modular structure and provide flexibility in the combination of courses. The Multiple Entry and Multiple Exit (MEME) framework has been incorporated as per NEP Guidelines. YCMOU has aligned its academic programs with the National Education Policy 2020 (NEP-2020), emphasising multidisciplinary learning, experiential learning, and the development of critical thinking and life skills while ensuring alignment with the National Higher Education Qualifications Framework (NHEQF). YCMOU incorporate the National Credit Framework (NCF) and ensures that academic programs are aligned with the National Skills Qualifications Framework (NSQF) to enhance the employability and skill development of learners. YCMOU has introduced programs in several areas to promote social inclusion, knowledge gradation, training, and upskilling. Various processes, like admission, re-registration, examination form submission, convocation registration, etc., have been implemented online. An online system for redress of learners' grievances is in place. YCMOU has prioritised the integration of cross-cutting issues like environmental sustainability, gender equality, human values, and professional ethics as core principles across all academic programs and institutional operations.


YCMOU is currently offering 121 programs (2024-25) at different levels. A total of 1768 Learner Support Centers are in operation in Maharashtra; the teaching-learning arrangement at YCMOU is a judicious mix of Self Learning Material (SLM) and face-to-face counselling. YCMOU ensures the development of high-quality learning materials in local languages relevant to the specific needs and contexts of learners in rural, tribal, and coastal areas while maintaining global standards of academic rigour. Interactive ICT is being used for the enrichment of SLM using audio-video programs, YashVani (Web Radio), and e-books for all the programs, which are available on the university website. The academic counsellors provide face-to-face academic support on the LSCs, are identified and empanelled through a rigorous process and provide regular orientation. The student evaluation system of the University has two significant components, Continuous Internal Evaluation (CIE) and term-end summative assessment, for which the Standard Operating Procedures (SOPs) are in place. The reformation of the evaluation process has been done as per NEP-2020 guidelines. The learning outcomes of all the programs are integrated into the assessment process.



The University provides an environment conducive to research, innovation and extension. It collaborates with other agencies, institutions, and research organisations to share facilities and undertake collaborative research. The School of Studies looks after the coordination of research degree programs at the University. Research programs are offered part-time and in regular mode at the University. **Prof. Ram Takwale Research and Development Center** was established on campus to promote and enhance research activities among university stakeholders. All major and minor research projects are assigned through this Center. The University promotes innovative practices and quality research. The research potential of the University is evident from the publications in discipline-based research, the growing number of aspirants in YCMOU's research programs, and the number of research degrees awarded. Workshops and trainings on Research Methodology and innovative practices are regularly conducted for the faculty members and the research students. YCMOU has a University Research Council (URC) for advising on research programs and research projects. There is a separate committee for University Research and Publication Ethics to oversee the cases of plagiarism.

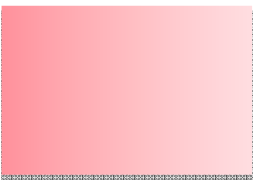
The extension activities of the University are designed to sensitise the learners and other stakeholders to social and sustainable development issues. The adoption of schemes like Unnat Bharat Abhiyan, Swachh Bharat Abhiyan, and Digital India have strengthened YCMOU's mandate to reach the unreached. YCMOU provide training and advisory services to more than 5000 farmers and rural youth every year through its **Krishi Vigyan Kendra**, an extension education project. **Krishi Vidyan Kendra** transfers recent technologies to the farmers, which helps in increasing agricultural production and benefits them significantly. To inculcate research among faculty members, YCMOU provides seed money to conduct research projects and enhance research activities.

The University headquarters is spread over 147 acres on the outskirts of Nashik city, dominated by a lush green landscape consisting of a horticulture plantation, orchards, gardens and the agro-biodiversity conservation project on the campus. There are **16** significant buildings on the campus with a total carpet area of **36263** Square Meters (**9.07 Acres**). These buildings house **13** Schools of Studies, **6** Divisions, **14** Centers, **5 Chairs** and a residential campus of **12** housing units equipped with modern ICT and IT facilities. The University has AV-Studio equipped with all necessary audio and visual equipment. It is used to create quality e-content for various academic programmes. The University has established MahaDEV- LMS platform on the campus to create and deliver MOOC



courses in alignment with SWAYAM platform. The campus has exclusive infrastructural facilities and state-of-the-art spaces, including Prof. Ram Takwale Memorial and Yashwantrao Chavan Museum, to preserve cultural heritage. The university headquarters also houses a library and resource centre, seminar halls, conference rooms, and laboratories. The Building and Construction Division looks after the University buildings and other services and monitors construction at Regional Centers. ERP software has been implemented to automate activities related to human resources and finance at headquarters. YCMOU Website disseminates comprehensive information about admission (Fresh and re-registration), learner database, examinations and student grievance redressal. It provides links to the 8 Regional Centers and has facilities for web interactions. Audio- Video Centre (AVC) at the headquarters has facilities for audio/ video production as well as transmission. Regional Centers are equipped with computer networking, internet and web conferencing facilities. YashVani Web Radio is functional at some regional centres, and virtual classroom facilities are available at select learner support centres. The University has established 1768 Learner Support Centers (LSCs) in other Higher Education Institutions (HEIs) that have classrooms, laboratories, and other infrastructural facilities. The Purchase Section manages the purchasing of goods and services for the University and annual maintenance contracts (AMCs) for all the machines, equipment, and services procured by the University. Krishi Vigyan Kendra is responsible for the maintenance of landscape and bio-diversity on the university campus, including the management of 147 acres of land and the production of fruits, vegetables and flowers.

YCMOU has in place a well-developed leadership structure by evolving participative decision-making processes for the creation of a harmonious and inclusive organisational culture. The University functions through various statutory bodies, namely the **Board of Management (BOM)**, the highest executive body of the University; **School Councils (SC)**; **Planning Board (PB)**; **Academic Council (AC)**; **Research Council (RC)**; and **Finance Committee (FC)** and **18 Administrative and Academic Sections/ Cells**. The Administration division organises meetings of BOM and its Standing Committees. The composition of statutory bodies comprises external and internal members to ensure participatory decision-making. The Administration Division also deals with all administrative matters. The establishment section looks into the recruitment of academic, administrative, and technical posts at the University. The Reservation Cell monitors the implementation of the reservation policy of the Government of Maharashtra and facilitates learners' welfare activities. The



Committees for anti-ragging, grievance redressal and prevention of sexual harassment are in place as per the UGC Guidelines. The University has established a Centre for Internal Quality Assurance (CIQA) to promote quality assurance, develop quality benchmarks and parameters for quality management, and coordinate with apex bodies for recognition/approvals for YCMOU programs. The Planning and Coordination Cell undertakes orientation training for the University's academic and administrative staff on a regular basis as per the demands of the faculty members. CIQA conducts Career Advancement Schemes (CAS) at regular intervals to promote faculty members. The establishment section collects self-appraisal reports from university employees.

Best Practices

A) Title of the Practice: Responsiveness towards Learners and Functional Grievance Redressal Mechanism

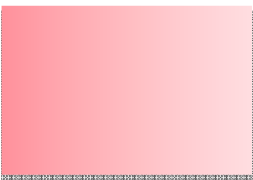
Duration (Year of Inception):

This initiative is an ongoing practice that was implemented from its inception and continues to be a vital component of YCMOU's commitment to student welfare. The university remains focused on enhancing its responsiveness towards learners by the leveraging technology-driven solutions and streamlining its grievance redressal mechanism.

Objectives of the Practice:

- The primary objective of this initiative is to establish a dedicated helpdesk and multiple communication channels to address student queries and grievances effectively.
- YCMOU aims to provide academic, administrative, and psychological support to learners while ensuring the implementation of an automated grievance redressal system that facilitates quick issue resolution.
- The university integrates ICT tools to improve responsiveness, enhance communication with learners, and promote transparency and accountability in grievance handling.
- By adopting a structured grievance redressal approach, YCMOU ensures that students receive timely support, thereby improving their overall educational experience.

The Context:

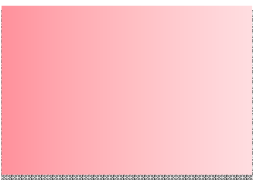
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- As a leading open university with a vast number of distance learners, YCMOU recognized the necessity of an efficient student support system to address concerns and grievances in a timely manner.
 - Traditional grievance-handling methods were often slow and ineffective, making it difficult to manage large volumes of student queries.
 - To overcome these challenges, the university integrated ICT-based solutions to provide rapid, transparent, and effective communication.
 - The adoption of digital platforms has significantly improved the university's ability to respond to students' academic and administrative concerns while maintaining a high level of satisfaction among learners.

The Practice:

- To operationalize this initiative, YCMOU has established a dedicated Student Services Division (SSD) to facilitate both online and offline query resolution. During admission periods, the university provides dedicated helpdesks at the headquarters, regional centers (RCs), and learner support centers (LSCs) to assist students. Additionally, program coordinators, course coordinators, and faculty members are designated for academic consultations and grievance resolution.
- A centralized Student Zone/Corner has been created on the university's website, ensuring easy access to essential admission and examination information.
- To enhance student engagement, ICT tools such as SMS alerts, WhatsApp messages, teleconferencing, webcasting, and social media platforms like Facebook and YouTube are actively used.
- The implementation of an automated IT-based Grievance Redressal Mechanism has streamlined query handling, enabling timely resolution of student complaints. Furthermore, the integration of the Right to Information (RTI) Act, 2005, ensures transparency in grievance redressal.
- To improve student satisfaction, the university offers services such as re-totaling, re-evaluation, and the provision of photocopies of evaluated answer sheets on a payment basis. These initiatives collectively enhance the efficiency and accessibility of student support services at YCMOU.

Evidence of Success:


- The responsiveness and grievance redressal mechanism at YCMOU has demonstrated remarkable success in terms of time efficiency, quality improvement, and cost reduction. Over the past five years, the university



has handled a substantial number of grievances, reflecting its commitment to student support and efficient resolution processes. In the academic year 2019-20, a total of 12,994 grievances were received, out of which 12,357 were successfully addressed. Similarly, in 2020-21, 11,912 grievances were registered, with 11,414 resolved. A significant increase was observed in 2021-22, when 49,513 grievances were received, and 45,285 were resolved. The number of grievances recorded in 2022-23 stood at 10,994, with 8,959 successfully addressed. The most remarkable progress was achieved in 2023-24, when the university received an unprecedented 1,07,563 grievances, out of which 1,02,409 (95.20%) were resolved within the stipulated timeframe.

- The implementation of an automated grievance redressal system has played a crucial role in improving response times and ensuring timely resolutions. The introduction of SMS alerts has further enhanced communication by keeping students informed about essential academic matters such as re-registration, examinations, and schedules. This proactive approach has significantly improved student satisfaction and engagement.
- In addition to efficiency, the university has focused on quality improvement by expanding student support channels. Learners now have direct access to faculty members, program coordinators, and academic counselors, enabling better academic guidance and support. The integration of social media platforms, web-based portals, and teleconferencing has further made learning more interactive and accessible, benefiting students across different locations.
- Moreover, the digitization of the grievance redressal system and student communication has resulted in substantial cost savings. By transitioning to an online system, the university has minimized expenses associated with paperwork, postage, and physical documentation. The automation of the grievance-handling process has also reduced the need for additional human resources and infrastructure, making it a more cost-effective and sustainable solution.
- Overall, YCMOU's strategic advancements in grievance redressal have led to increased efficiency, improved quality of student support, and significant reductions in operational costs. This comprehensive approach reflects the university's commitment to academic excellence and student welfare.

Problems Encountered and Resources Required:

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- Despite its success, the implementation of the grievance redressal system faced certain challenges. One of the primary difficulties encountered was the resistance to digital platforms from students who were not tech-savvy, leading to delays in adaptation. Additionally, network and connectivity issues in remote areas created obstacles in ensuring seamless access to ICT-based grievance redressal mechanisms.
 - To address these challenges, YCMOU has invested in continuous improvements in ICT infrastructure to facilitate smooth digital communication.
 - Regular training sessions are conducted for staff and students to enhance their proficiency in using grievance redressal portals. The university is also focused on strengthening its regional centers, particularly in rural areas, to provide better support and accessibility for students facing technical difficulties.

Notes:


- YCMOU remains committed to refining its student support systems by integrating emerging technologies, improving digital literacy, and expanding ICT infrastructure. By continuously enhancing its responsiveness and grievance redressal mechanisms, the university aims to uphold the highest standards of student satisfaction and academic support.
- Moving forward, YCMOU will continue to explore innovative solutions to ensure that students receive timely and effective assistance, reinforcing its mission of providing quality education with a learner-centric approach.

B) Title of the Practice: Automation of Examination Services

Duration

- The practice of automating examination services at YCMOU has been an ongoing initiative since 1994. Over the years, the university has continuously upgraded its examination processes to enhance efficiency, accuracy, and transparency.
- The practice remains active, incorporating the latest technological advancements to improve the examination system and ensure secure, timely access to academic records for students and stakeholders.

Objectives of the Practice:

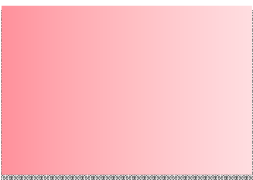
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- The primary objective of automating examination services is to enhance efficiency, accuracy, and transparency in all examination-related processes.
 - By reducing manual intervention, the university aims to minimize errors in result processing, mark sheet generation, and convocation preparation.
 - The automation process also ensures timely and secure access to examination-related documents, benefiting students, faculty, and administrative staff.
 - Digitally streamlining operations, from examination form submission to the issuance of degree certificates, has been a key focus. Additionally, YCMOU has integrated its examination processes with national depositories like the National Academic Depository (NAD) through NSDL and CDSL, ensuring enhanced security, accessibility, and lifelong digital storage of academic credentials.

The Context:

- Managing examinations efficiently in an Open and Distance Learning (ODL) institution presents significant challenges due to the large number of students, multiple examination centers, and geographical dispersion across Maharashtra. Traditional methods involving manual examination form entry, paper-based evaluations, and result processing were time-consuming, prone to errors, and often led to delays in student services.
- The need for automation arose to improve processing speed, enhance security, and provide seamless access to student records.
- To address these challenges, YCMOU implemented a robust digital examination management system, ensuring faster processing, better data security, and improved accuracy in examination-related services.

The Practice:

- YCMOU has undertaken a comprehensive approach to automating its examination services. The university has implemented online examination form entry (2014), allowing students to submit forms digitally, along with student profile management (2008) and instant hall ticket generation (2008). To ensure secure and transparent examination conduct, the university introduced Secure Remote Paper Delivery (SRPD) (2017), enabling digital question paper downloading at centers to prevent leaks and ensure security. Additionally, QR code verification on answer booklets (2015) was implemented to prevent tampering, and online




attendance and malpractice case marking (2017) further reduced examination malpractices.

- For digital evaluation and result processing, scanning and digitization of answer scripts (2015) ensure secure storage and easy access. Onscreen marking (2015) has replaced traditional manual evaluation, improving accuracy and reducing errors. Students can access soft copies of their answer scripts for verification and reevaluation (2015), enhancing transparency. The export of marks directly into the result processing system (2015) has streamlined and expedited the result generation process.
- Regarding result declaration and grading, an automated grading system was introduced in 2009, ensuring fairness in evaluations. Final result processing and publication have been digitized since 2009, and since 2016, results have been published online, providing students with instant access to their performance. The automation process extends to mark sheet and degree issuance, with digital generation and printing of mark sheets and result sheets (2009), preparation of the convocation database (2009), and the listing of award and gold medal recipients (2009). The generation and printing of degree and diploma certificates have been automated since 1994. In 2017-2018, YCMOU introduced the dematerialization of degree certificates through NAD (NSDL and CDSL), allowing student's lifelong digital access to their degrees.
- The ministry of education felicitated top three universities for highest registration in APAAR during 2024 and YCMOU was one of them. The YCMOU registered 631111 students in APAAR and uploaded 16,89,739 degree and 2,35,505 mark sheets in Digi locker.

Evidence of Success:

- Automation has significantly improved efficiency, quality, and cost-effectiveness in examination management at YCMOU. The time taken for result declaration has been reduced by 50%, from an average of 90 days to just 45 days, due to onscreen marking and automated processing. The processing time for examination forms, which previously took weeks, has now been reduced to just a few days with online submission. Hall ticket generation, which earlier required several days of manual processing, is now instant. Soft copies of answer scripts for verification are available within days, compared to weeks under the old system. Digital degrees are




now issued within 30 days, whereas the traditional paper-based system took several months.

- Quality improvements have been notable, with a significant reduction in result processing errors due to the elimination of manual data entry. Transparency has been enhanced as students can now access their scanned answer scripts, check revaluation status, and download digital mark sheets online. The implementation of secure QR-coded answer booklets has prevented tampering and fraud, ensuring the integrity of the evaluation process. The automated grading system ensures standardized evaluation across all programs, eliminating inconsistencies. Integration with NAD (NSDL and CDSL) allows students lifelong digital access to their degrees, reducing the risk of document loss or forgery.
- Automation has also led to substantial cost reductions. Paper-based processes have been significantly minimized, leading to savings in printing, storage, and administrative expenses. The elimination of postal dispatch for hall tickets, mark sheets, and degree certificates has further reduced operational costs. With automated result processing and digital record management, the need for extensive manpower has been reduced, optimizing resource utilization. Additionally, online verification of degrees has mitigated the risk of fake degree cases, saving legal and administrative expenses. The Secure Remote Paper Delivery system has reduced logistical costs associated with transporting examination papers, making the entire process more cost-efficient.

Problems Encountered and Resources Required:

- Despite the benefits of automation, YCMOU faced certain challenges during implementation. Initially, there was resistance to digital transformation from faculty and administrative staff who were accustomed to traditional manual processes. Overcoming this resistance required extensive training and awareness programs. Infrastructure challenges in rural and remote examination centers made it difficult to implement digital evaluations uniformly, necessitating additional investments in IT infrastructure. Technical glitches and cybersecurity concerns were also encountered, requiring frequent system upgrades and the deployment of cybersecurity measures to protect student data and examination records.
- To successfully implement automation, YCMOU invested in IT infrastructure, including high-capacity servers, database management



systems, and advanced cybersecurity solutions to safeguard examination data.

- Training programs were conducted regularly for faculty and administrative staff to familiarize them with digital evaluation tools and processes. A dedicated technical support team was established to ensure smooth implementation, troubleshoot issues, and provide continuous system improvements.

Notes:

- YCMOU is continuously exploring advancements in automation to further enhance student services.
- Future initiatives include the integration of AI-based evaluation systems to streamline grading and feedback, blockchain-based certificate authentication to enhance document security, and mobile app integration to facilitate easier access to examination-related services.
- These initiatives will further strengthen transparency, efficiency, and accessibility, ensuring that the university remains at the forefront of digital innovation in education.

3

Digital Learning and Teaching

3.1 Embracing Multidisciplinary and Integrative Learning

3.2 Fostering Ethical and Socially Responsible Citizens

3.3 Linguistic Diversity and Cultural Heritage

3.4 Fostering Employability, Entrepreneurship and Social Impact

3.5 Building Strong Industry Academic Partnership

3.6 Professional Development of Faculty

3. Academic Program Design and Development

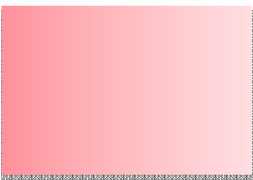
This section delves into YCMOU's strategic approach to academic program design, guided by the principles outlined in the National Education Policy (NEP) 2020. Recognizing the policy's vision for a holistic and multidisciplinary education system, YCMOU, as a leading institution in distance and open learning, is committed to aligning its academic offerings with NEP 2020's emphasis on experiential learning, multidisciplinary learning, and the development of critical thinking, communication, and problem-solving skills.

Key aspects addressed in this section include curriculum development and review, program design and development, program delivery and evaluation, and faculty development. The focus will be on aligning curricula with NEP 2020's emphasis on Indian knowledge systems, fostering a flexible and multi-modal learning environment, and developing innovative programs that address emerging career pathways and skill demands outlined in the policy. Leveraging its strengths in distance and open learning, YCMOU will explore innovative pedagogies, utilize technology effectively, and ensure equitable access to quality education for all learners.

By embracing the transformative agenda of NEP 2020, YCMOU aims to create a vibrant and inclusive learning ecosystem that empowers learners with the knowledge, skills, and values needed to thrive in the 21st century.

3.1 Embracing Multidisciplinary and Integrative Learning

- Reorganize existing Schools of Studies, regrouping disciplines and introducing new programs in emerging areas like STEM fields, to optimize resource allocation and enhance academic offerings.
- Offer learners greater flexibility by expanding program choices across Schools of Studies, encouraging interdisciplinary learning through combinations of courses from various disciplines.
- Integrate courses on waste management, environmental education, climate change, sustainable development, conflict management, and peace studies,



into existing and new programs to promote holistic student development beyond core subject matter.

- Make course content more engaging by emphasizing active learning methodologies such as communication, discussions, debates, research and field projects, and opportunities for multidisciplinary and cross-disciplinary learning.
- Revise existing programs to prioritize the development of professional skills, soft skills, and employability skills, ensuring graduates are well-prepared for the job market.
- Shift towards an outcome-based education approach by clearly defining and measuring learning outcomes, and aligning teaching methodologies and course content to achieve these desired outcomes.


3.2 Fostering Ethical and Socially Responsible Citizens

By focusing on fostering ethical and socially responsible citizens, YCMOU can contribute to the development of a just and equitable society.

- Integrate ethics and values education across the curriculum, emphasizing concepts like honesty, integrity, compassion, and social responsibility.
- Develop a code of conduct for students and faculty that emphasizes ethical behavior and professionalism.
- Encourage community engagement through service-learning projects, volunteering activities, and social outreach programs.
- Promote critical thinking and ethical decision-making skills through case studies, simulations, and real-world problem-solving exercises.
- Organize workshops, seminars, and guest lectures on ethical leadership, social responsibility, and ethical dilemmas in various professions.
- Encourage research and scholarly activities that address ethical and societal concerns.
- Collaborate with community organizations to address social issues and promote ethical practices in the workplace.
- Recognize and reward students and faculty who demonstrate ethical behavior and social responsibility.

3.3 Linguistic Diversity and Cultural Heritage

- By considering linguistic diversity and cultural heritage, YCMOU can



contribute to the preservation and promotion of India's rich cultural tapestry.

- Offer programs and courses in various Indian languages, including regional languages and tribal languages.
- Promote the use of Indian languages in teaching, learning, and research.
- Incorporate Indian knowledge systems and cultural heritage into the curriculum across various disciplines.
- Organize cultural events and festivals to celebrate the rich linguistic and cultural diversity of India.
- Encourage research and documentation on Indian languages, literature, and cultural traditions.
- Collaborate with institutions and organizations working towards the preservation and promotion of Indian languages and culture.
- Develop bilingual and multilingual learning materials to enhance students' language proficiency and cultural awareness.
- Foster a multilingual and multicultural learning environment that values and respects the diversity of languages and cultures.

3.4 Fostering Employability, Entrepreneurship and Social Impact

By focusing on fostering ethical and socially responsible citizens, YCMOU can contribute to the development of a just and equitable society.

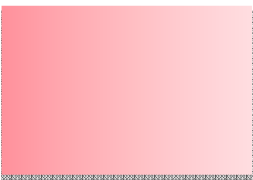
- Develop industry-relevant programs and courses that equip students with the skills and knowledge demanded by the job market.
- Foster strong industry linkages through internships, guest lectures, industry projects, and placement drives.
- Promote entrepreneurship education by offering courses, workshops, and incubation programs for aspiring entrepreneurs.
- Encourage students to engage in social impact projects that address community needs and contribute to sustainable development.
- Develop strong alumni networks to facilitate career guidance, mentorship, and networking opportunities for students.
- Provide career counseling and guidance to students to help them make informed career choices.
- Collaborate with industry partners to develop and deliver skill-based training programs and apprenticeships.

- Integrate employability skills such as communication, teamwork, problem-solving, and critical thinking across the curriculum.
- To provide financial assistance through different schemes to needy women while pursuing academic programs.
- To provide financial assistance through different schemes to differently abled students, jailmate and needy students from diversified backgrounds while pursuing academic programs.

3.5 Building Strong Industry-Academic Partnerships

By building strong industry-Academic partnerships, YCMOU can bridge the gap between academia and the real world, enhance the employability of its graduates, and contribute to the economic and social development of the region.

- Introduce new programs with a strong focus on the evolving needs of the job market and the specific requirements of industries within Maharashtra.
- Actively involve industry representatives and community members in the planning and design of all academic programs, ensuring their relevance and applicability in real-world settings.
- Provide comprehensive training to faculty members in applied instructional design and innovative teaching methodologies, equipping them to deliver engaging and effective learning experiences that incorporate practical applications.
- Revise existing certificate and diploma programs in areas like Retail, Tourism/Hospitality, Information Technology, Healthcare (including Yoga), Event Management, Facility Services, Beauty and Wellness etc., to align them with current industry demands and community knowledge.
- Deliver all practical courses in the local language wherever feasible to enhance learner understanding and facilitate better application of knowledge.
- Provide opportunities for learners pursuing general Bachelor's degrees to gain practical experience through internships, apprenticeships, and industry placements facilitated by Regional Centers, fostering the application of theoretical knowledge in real-world settings.
- Establish Incubation Centers at Regional Centers to support student innovation and entrepreneurship, providing mentorship, resources, and opportunities for hands-on training and development.

- 
- Create a dedicated Industry Linkage Unit within the Planning and Development Division to facilitate industry collaborations, including internships, apprenticeships, community-based training, collaborative research, and fieldwork, enabling learners to gain practical experience and enhance their employability.

3.6 Professional Development of Faculty

By enhancing faculty capacities, YCMOU can ensure that its students receive high-quality education.

- Provide ongoing professional development opportunities for faculty, such as workshops, seminars, conferences, and faculty development programs.
- Encourage faculty research and scholarly activities through grants, fellowships, and research support.
- To initiate training for progressive writers to develop quality self-learning material.
- To initiate training for e-content creators to develop high quality e-content in MahaDEV (Maharashtra Digital Education Venture).
- To develop four years integrated bachelor's degree program for in-service teachers.
- Support faculty in adopting innovative teaching methodologies such as blended learning, online learning, and experiential learning.
- Encourage faculty to utilize educational technology effectively in their teaching and research.
- Promote faculty exchange programs with other institutions, both national and international.
- Recognize and reward faculty excellence in teaching, research, and professional development.
- Establish mentorship programs to support the professional growth of young faculty members.
- Create a supportive and collaborative environment that encourages faculty growth and innovation.

4

Digital Learning and Teaching

4.1 Expand online program offerings

4.2 Enhance Online Learning Platform and Technologies

4.3 Develop high quality online learning resources

4.4 Strengthen Student Support Services for Online Learners

4.5 Ensure Quality Assurance and Continuous Improvement

4.6 Faculty Development for Online Teaching

4.7 Leverage the Strengths of Open and Distance Learning

4 Digital Learning and Teaching

This section focuses on leveraging technology to enhance teaching and learning experiences at YCMOU. Recognizing the transformative potential of digital technologies, the university aims to create a vibrant and engaging online learning environment that is accessible, flexible, and equitable for all learners. This section will explore strategies for integrating technology effectively into teaching and learning, developing high-quality online learning resources, and providing comprehensive support to faculty and students in the digital learning environment.

4.1 Expand Online Program Offerings

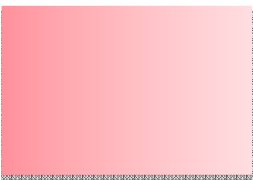
- Increase the number and variety of online programs offered, including undergraduate, postgraduate, diploma, and certificate courses across diverse disciplines.
- Focus on developing high-quality online programs that are engaging, interactive, and accessible to learners across geographical boundaries.
- Establish Partnerships and Collaborations with Institutes that offer joint Academic Programs in online mode.

4.2 Enhance Online Learning Platforms and Technologies

- Invest in robust and user-friendly Learning Management Systems (LMS) with features such as interactive learning modules, video conferencing, online assessments, and personalized learning paths with necessary IT infrastructure including Cloud Space, Data Centers.
- Establish a dedicated e-content Production House with necessary infrastructure and human resources (script-writers, animators etc.) to produce quality e-content.
- Explore and leverage emerging technologies like Artificial Intelligence (AI), Virtual Reality (VR), and Augmented Reality (AR) to enhance the online learning experience.

4.3 Develop High-Quality Online Learning Resources

- Create and curate high-quality online learning resources, including interactive videos, animations, simulations, and multimedia content.

- 
- Ensure accessibility of online learning materials for learners with disabilities.

4.4 Strengthen Student Support Services for Online Learners:

- Provide comprehensive student support services for online learners, including online counseling, mentorship, technical support, and academic advising.
- Establish online forums and communities for learners to interact with peers, faculty, and mentors.

4.5 Ensure Quality Assurance and Continuous Improvement

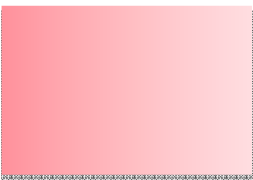
- Implement robust quality assurance mechanisms for online programs, including regular program evaluations and feedback mechanisms.
- Continuously monitor and improve the quality of online learning experiences based on learner feedback and performance data.
- Integrate emerging topics such as Data Science, Machine Learning (ML), Artificial Intelligence (AI) and use of advanced technologies such as Virtual Labs, Augmented Reality (AR), Virtual Reality (VR) and Merged Reality (MR) in curriculum delivery.
- Establish the “School of Emerging Technologies” with a Special Position “Chair for Artificial Intelligence” in the School.

4.6 Faculty Development for Online Teaching

- Provide comprehensive training and development programs for faculty on online teaching methodologies, instructional design, and the use of educational technologies.
- Encourage and support faculty research and development in the area of online learning.

4.7 Leverage the Strengths of Open and Distance Learning

- Utilize the flexibility and scalability of distance and open learning to reach a wider audience, including learners in remote areas.
- Explore innovative models of open and distance learning, such as personalized learning paths, competency-based education, and micro-credentialing.



By focusing on these key areas, YCMOU can further enhance its online programs and provide high-quality, accessible, and engaging learning experiences for a diverse range of learners.

4.8 Establishment of Maharashtra Integrated Learning Portal (MILP)

Establishment of Integrated Learning Platform for Online, Regular and ODL students of various universities of Maharashtra. Universities of Maharashtra having various programs and courses on various discipline. An integrated platform will provide comprehensive support to avail courses or programs through Maharashtra Integrated Learning Portal (MILP) of their choice of interest

The establishment of the Maharashtra Integrated Learning Platform (MILP) for online, regular, and ODL students can significantly improve education access and quality across the state's universities. It would create a centralized system where students can explore and enroll in courses from different universities, promoting inclusivity and accessibility, especially for those in remote areas. The platform would streamline resources, offering centralized support services, and ensure flexible, self-paced learning opportunities for all students.

Additionally, it can foster collaboration between institutions, improve the quality of teaching, and provide data-driven insights for better educational policies. Challenges such as technical infrastructure, standardization, and faculty training would need to be addressed for successful implementation. The university would be able to address all kind of challenges and would be able to provide all technology driven services to the students through MILP. Ultimately, MILP would enhance educational opportunities while reducing costs and administrative burdens for students and universities.

How MILP will work

Step-I Development of Integrated Portal where all Universities will park their courses/programs which specific University allowing other University students.

Step-II Visiting MILP students can register with APAAR.

Step-III As per the course eligibility registration will be confirmed following due process.

Step-IV After successful registration students will join the course/program virtually /online with learning platform of concern University.

Step-V Students will complete course/program as per SWAYAM/MAHASWAYAM protocol

Step-VI After successful completion credit will be redeemed on his/her APAAR account

5

Expanding Access to Education

5.1 Establishment of School of Developmental Studies

5.2 Strengthening Regional Centers

5.3 Expanding the Reach of Learning Support Centers

5.4 Developing Culturally Relevant and Contextualized Learning Materials

5.5 Community Outreach and Awareness Programme

5.6 Strengthening Existing Collaboration

5. Expanding Access to Education

This section outlines YCMOU's commitment to expanding access to quality education for all learners, particularly those in rural, tribal, and other communities. Recognizing the importance of equitable access to education, the university will explore strategies to overcome geographical barriers, address socio-economic challenges, and ensure that all learners have the opportunity to achieve their educational goals. This section will focus on initiatives such as strengthening regional centers, leveraging technology to bridge the digital divide, and developing culturally relevant and contextually appropriate learning materials.

5.1 Establishment of School of Developmental Studies:

This key initiative will strengthen **School of Developmental Studies** which will target tribal and rural sections of the society. YCMOU will expand its horizons to provide higher education to these sections of the society. The school will collaboratively work with local communities and Gram Panchayats to design the courses as per their needs and provide skills to students that will make them self-reliant. In turn, it will create an ecosystem that will boost the local economical activities.

YCMOU will actively collaborate with Gram Panchayats to empower rural communities through knowledge dissemination. This will involve developing and delivering customized training programs on topics such as sustainable agriculture, climate change adaptation, groundwater quality management, watershed management, and carbon sequestration. These training programs will equip villagers of Gram Panchyat with the necessary knowledge and skills to effectively address local challenges, promote sustainable development practices, and foster self-reliance within their communities using local resources. YCMOU will actively collaborate with NGOs and government agencies to create a comprehensive support ecosystem, ensuring the effective implementation and sustainability of these initiatives. YCMOU plans to create Agroecology (Agriculture and Ecology) for maintaining a strong agricultural ecological balance of the environment. The initiative includes

- Design community beneficial courses related to agriculture, small-scale



industry, plantations etc.

- Offer scholarships and financial aid programs to support the education of students from economically disadvantaged backgrounds in rural and tribal communities.
- Provide seed-funding support to new ideas that can transform into startups.
- Explore innovative models of fee waivers and flexible payment options to make education more affordable and accessible.

5.2 Strengthening Regional Centers:

- Invest in and upgrade regional centers with improved infrastructure, technology, and resources to cater to the specific needs of learners.
- Enhance the capacity of regional centers to offer a wider range of programs, including vocational training, skill development courses, and community outreach initiatives.

5.3 Expanding the Reach of Learning Support Centers:

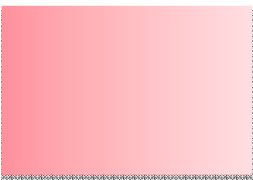
- Establish new Learning Support Centers in underserved areas, ensuring accessibility and affordability for learners in remote locations.
- Leverage technology to connect learners in remote locations with Learning Support Centers and faculty through online platforms and teleconferencing.

5.4 Developing Culturally Relevant and Contextualized Learning Materials

- Develop learning materials that are culturally sensitive and relevant to the needs and contexts of rural, tribal, and other underserved communities.
- Incorporate local languages and dialects in teaching and learning materials to enhance accessibility and engagement.

5.5 Community Outreach and Awareness Programs

- Conduct regular community outreach programs to raise awareness about the benefits of higher education and to encourage enrollment in YCMOU



programs.

- Collaborate with local community leaders, NGOs, and government agencies to identify and address the educational needs of underserved communities.

5.6 Strengthening Existing Collaborations

- **Foster open communication and regular interaction** between YCMOU and its partners through joint meetings, workshops, and information sharing sessions.
- Establish Collaborations such as with Jawaharlal Nehru Port Trust (JNPT). JNPT is situated at port-trust Bombay, wadhavan. It lacks skill man power. YCMOU will provide skilled students and it will design courses and organize training programs that will provide necessary skills to its employee.



6

Technology Assisted Student Support



6. Technology-Assisted Student Support

This section outlines the university's commitment to leveraging technology to enhance student support services and improve student success. By utilizing innovative technologies and digital platforms, YCMOU aims to provide timely, personalized, and accessible support to all students, addressing their academic, social, and emotional needs. This section will explore strategies for utilizing technology to enhance student support services, including online counseling, mentorship, and academic advising, as well as leveraging data analytics to identify and address student needs proactively.

- The online support portal should serve as a central hub for all student-related information, including academic records, financial aid, course materials, announcements, and support services.
- Utilize AI-powered chatbots to provide 24/7 support to students, answering frequently asked questions, guiding them through administrative processes, and providing initial assistance with technical issues.
- Leverage online platforms to connect students with tutors and mentors, providing personalized academic support and guidance.
- Analyze student data, such as academic performance, attendance, and engagement, to identify at-risk students and provide timely interventions.
- Offer online counseling and wellness services to students, promoting their mental and emotional well-being.
- Provide affordable internet access and devices to students who lack access, ensuring equitable access to online learning resources and support services.
- Train faculty and staff on the effective use of technology to support student learning and well-being.

By effectively leveraging technology, YCMOU can enhance student support services, improve student success, and create a more inclusive and supportive learning environment for all students.



7

Strengthening Placement Services and Alumni Engagement



7. Strengthening Placement Services and Community Engagement

This section outlines the university's commitment to enhancing student employability and career success. Recognizing the crucial role of industry-academia collaboration, this section will explore strategies to strengthen placement services, build strong industry partnerships, and provide students with the necessary skills and resources to thrive in the competitive job market.

- Create a centralized hub for career guidance, job placement, and industry engagement.
- Cultivate relationships with employers, recruiters, and industry associations to facilitate job placements and internships.
- Provide personalized career counseling, resume and cover letter writing workshops, interview preparation sessions, and mock interviews.
- Utilize online job portals, career fairs, and social media platforms to connect students with potential employers.
- Foster active engagement with alumni through events, mentorship programs, and career networking opportunities.
- Track placement data and analyze employment outcomes to identify areas for improvement and refine placement strategies.
- Encourage students to explore entrepreneurial ventures and provide support through incubation programs, mentorship, and funding opportunities.
- Integrate career development activities throughout the curriculum, emphasizing employability skills and industry expectations.
- Strengthen the existing alumni network through various initiatives on and off-campus.



8

**Infrastructure Development,
Upgradation and Expansion**



8. Infrastructure Development, Upgradation and Expansion

This section outlines the university's commitment to creating a modern and conducive learning environment by investing in the development, upgradation, and expansion of its physical and digital infrastructure. Recognizing the importance of a well-equipped and accessible infrastructure for academic excellence, this section will explore strategies to modernize existing facilities, expand infrastructure to meet growing demands, and ensure that all university facilities are accessible and sustainable.

- Upgrade and modernize existing facilities such as counseling rooms, laboratories, libraries, and administrative buildings to enhance the learning environment and improve operational efficiency.
- Invest in the expansion of infrastructure to accommodate increased student enrollment and new academic programs. This may include the construction of new buildings, expansion of existing facilities, and development of new campuses.
- Upgrade IT infrastructure, including cloud-space, e-content production studio, learning management studios, high-speed internet connectivity, Wi-Fi networks, and computer labs, to support online learning, research activities, and administrative operations.
- Upgrade library resources and e-resources, subscribe to databases.
- Incorporate green building practices and energy-efficient technologies to minimize the environmental impact of the university's operations.

Ensure that all university facilities are accessible to students with disabilities, including ramps, elevators, and assistive technologies.



9

Research and Innovation Ecosystem

9. University Governance, Leadership and Resource Mobilization

This section outlines the university's commitment to effective governance and strong leadership to ensure its long-term sustainability and success. Recognizing the importance of shared governance and ethical decision-making, this section will explore strategies to strengthen democratic processes, foster a culture of transparency and accountability, and empower leaders at all levels to effectively navigate the challenges and opportunities facing the university.

- Foster a culture of shared governance by actively involving faculty, students, and staff in key decision-making processes.
- Cultivate strong leadership at all levels within the university, emphasizing ethical decision-making, effective communication, and a commitment to institutional excellence.
- Streamline administrative processes, enhance operational efficiency, and utilize technology to improve service delivery to students, faculty, and staff.
- Promote transparency and accountability in all university operations, ensuring that all decisions and actions are ethical, legal, and in the best interests of the institution.
- Encourage a culture of innovation and continuous improvement within the university, empowering faculty, staff, and students to contribute to the development and implementation of new ideas and initiatives.
- Ensure effective resource mobilization through effective governance.

By focusing on these key areas, YCMOU aims to strengthen its governance and leadership, ensuring that the university operates effectively, efficiently, and ethically in achieving its mission and vision.



10

Research and Innovation Ecosystem

10.1 Fostering a Culture of Research Excellence and Integrity

10.2 Fostering Innovation and Entrepreneurship

10.3 Fostering Intellectual Property Rights (IPR) Awareness and Protection

10.4 Fostering Innovation and Entrepreneurship through Incubation Cell



10. Research and Innovation Ecosystem

This section outlines YCMOU's vision to cultivate a vibrant research and innovation ecosystem. By fostering a culture of inquiry, collaboration, and knowledge dissemination, YCMOU aims to position itself as a leading institution in research and scholarly pursuits. This section will explore strategies to enhance research productivity, promote interdisciplinary research, and facilitate the translation of research findings into impactful solutions for societal challenges.

10.1 Fostering a Culture of Research Excellence and Integrity

By fostering a culture of research excellence and integrity, YCMOU can position itself as a leading institution in research and innovation, contributing significantly to the advancement of knowledge.

- Encourage faculty research through competitive research grants, fellowships, and seed funding opportunities.
- Establish research centers and laboratories with state-of-the-art infrastructure and equipment.
- Organize research conferences, seminars, and workshops to disseminate research findings and foster collaborations.
- Promote interdisciplinary research by encouraging collaborations among faculty from different schools of studies.
- Develop and implement a robust research ethics policy to ensure ethical conduct in all research activities.
- Provide training on research ethics to faculty, research scholars, and students.
- Establish a research data management system to ensure the integrity and security of research data.
- Recognize and reward faculty for their research contributions through awards and promotions.



10.2 Fostering Innovation and Entrepreneurship

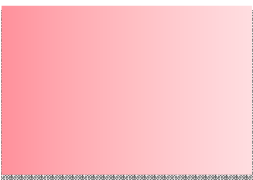
By fostering innovation and entrepreneurship, YCMOU can empower its students to become job creators and contribute to economic growth and development.

- Strengthen an incubation center (YCIIIL- Yash Center for Innovation, Incubation and Linkages) to provide resources and mentorship to its stakeholders.
- Offer specialized programs and courses in entrepreneurship, innovation, and business development.
- Organize workshops, seminars, and hackathons to foster creativity and entrepreneurial thinking.
- Connect students and faculty with industry mentors and investors.
- Provide access to seed funding for student startups and faculty research projects.
- Develop a strong alumni network to support and mentor aspiring entrepreneurs.
- Foster a culture of innovation and risk-taking within the university community.
- Collaborate with industry partners to develop and deliver entrepreneurship training programs.

10.3 Fostering Intellectual Property Rights (IPR) Awareness and Protection

By fostering IPR awareness and protection, YCMOU can encourage innovation, protect the intellectual property rights of its faculty and students, and promote the commercialization of research findings.

- Integrate IPR education into the curriculum across various disciplines, sensitizing students to the importance of intellectual property.
- Strengthen an Intellectual Property Rights Cell to provide comprehensive guidance, including legal and technical assistance, to faculty, students, and staff on IPR matters.
- Organize workshops, seminars, and guest lectures by legal experts and industry professionals on various aspects of IPR, including patents, copyrights, trademarks, and trade secrets.
- Encourage faculty and students to actively engage in IPR-related activities, such as filing patents, copyrights, and trademarks for their



inventions and creative works.

- Develop and implement a comprehensive policy on intellectual property rights that outlines procedures for the identification, protection, and commercialization of university-generated intellectual property.
- Foster collaborations with industry, legal firms, and government agencies to facilitate the commercialization of university-generated intellectual property and provide mentorship to inventors.
- Promote ethical research practices and discourage plagiarism and other forms of intellectual property infringement through awareness campaigns and educational initiatives.
- Recognize and reward faculty and students for their achievements in intellectual property protection and commercialization.

10.4 Fostering Innovation and Entrepreneurship through Incubation Cell

Through the following key strategies, YCMOU aims to foster a thriving innovation and entrepreneurship ecosystem within the university.

- Strengthen activities of the Incubation Cell (YCIIL- Yash Center for Innovation, Incubation and Linkages).
- Integrate entrepreneurship education across the curriculum, fostering innovative thinking and problem-solving skills in all disciplines.
- Establish an Innovation Hub providing access to resources like co-working spaces, prototyping labs, and mentorship programs.
- Encourage multidisciplinary research projects with the potential for commercialization or social impact.
- Offer specialized programs and courses in entrepreneurship, including business planning, finance, marketing, and social entrepreneurship.
- Facilitate industry collaborations through internships, guest lectures, and joint research projects.
- Promote the establishment of student-led ventures, including for-profit and non-profit organizations, providing necessary support and mentorship.



11

Quality Enhancement Initiatives and Best Practices

11. Quality Enhancement Initiatives and Best Practices

This section outlines the university's commitment to continuous quality improvement across all aspects of its operations. Recognizing the importance of a culture of quality, this section will explore strategies to strengthen internal quality assurance mechanisms, enhance teaching-learning processes, and ensure that all academic programs and services meet the highest standards of excellence.

- Empower the CIQA to play a proactive role in quality enhancement by providing leadership, guidance, and support to all schools, divisions, centers, and cells/sections within the university.
- Conduct regular reviews of all academic programs to ensure their relevance, currency, and alignment with national and international standards.
- Implement student-centric teaching-learning methods, including experiential learning, problem-based learning, and blended learning approaches.
- Develop and implement innovative assessment methods that go beyond traditional examinations and focus on higher-order thinking skills, creativity, and problem-solving abilities.
- Foster a culture of continuous improvement within the university by encouraging feedback from all stakeholders, including students, faculty, staff, and alumni.
- Utilize data analytics to identify areas for improvement and inform decision-making related to quality enhancement initiatives.
- Seek accreditation from recognized national and international accreditation bodies to enhance the university's credibility and reputation.
- Apply to rankings at national and international levels.



12

Strategic Action Plan (2025-2035)

12. Strategic Action Plan (2025-2035)

12.1 Expected Outcomes

NEP Implementation

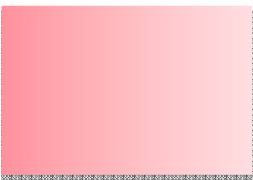
- Alignment of YCMOU's academic programs with the goals and vision of NEP 2020.
- Enhanced focus on multidisciplinary learning, experiential learning, and skill development.
- Implementing Multiple Entry and Multiple Exit in UG and PG Programmes
- Graduates with a well-rounded education, possessing multidisciplinary skills and knowledge, better prepared for the evolving job market and societal challenges, as envisioned by NEP 2020.

Increase in Gross Enrollment Ratio (GER)

- Increased access to higher education for diverse learner populations, including those from rural and tribal communities, contributing to a higher GER in Maharashtra.
- Enhanced presence and visibility of YCMOU in all districts of Maharashtra through a robust network of Regional Centers and Learning Support Centers.
- Expanded access to higher education for diverse learner populations, including those with geographical constraints, adult learners, and working professionals.
- Increased enrollment and reach of YCMOU, contributing to a higher GER.

Curriculum Revisions as per NEP 2020

- Curricula revised to integrate Indian Knowledge Systems, promoting a deeper understanding of Indian culture, heritage, and traditional practices, in line with NEP 2020's emphasis on Indian ethos.
- Introduction of integrated B.Ed. Programs.
- Alignment with NEP 2020's recommendation for a 4-year undergraduate degree structure.

- 
- Curriculum revision will include a review of assessment methods, moving towards more holistic and competency-based assessments rather than solely relying on traditional examinations.
 - Curricula are redesigned with clearly defined learning outcomes, ensuring students acquire the necessary knowledge, skills, and competencies. Assessment methods will be aligned with these outcomes.
 - Increased awareness and appreciation of Maharashtra's rich cultural diversity among students and faculty.'

Digital Teaching and Learning

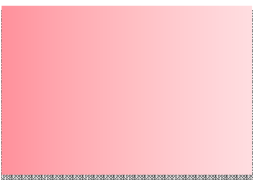
- Introduce new online programs as per the demands of students.
- Enhanced access to technology and resources, supporting research, teaching, and learning.
- Creation of Virtual Labs, Digital Classrooms as required for specific programs.
- AI-Powered Chatboat to provide 24/7 support.
- Upgradation of library resources.
- Upgradation of existing online platforms and IT infrastructure.
- Creation of technology-enabled facilities for teaching, learning and evaluation of differently abled students.

Professional Development of Faculty

- Faculty equipped with the latest pedagogical skills and knowledge in their respective disciplines.
- Increased adoption of innovative teaching methodologies and technology integration in the online delivery of curriculums.
- Specialized training programs for faculties in different disciplines.

Fostering Employability, Entrepreneurship, and Social Impact

- Improved employability rates for YCMOU graduates due to industry-relevant skills and practical training.
- Enhanced curriculum relevance through active industry involvement in program design and delivery.
- Increased opportunities for internships, apprenticeships, and industry-sponsored research projects for PG students.

- 
- Increased engagement with and support for non-profit organizations and social enterprises.
 - Establishment of a Centralized Cell for career opportunities, Guidance and Placement.
 - Stronger alumni network actively engaged in mentorship, career guidance, and university support.

Research and Innovation Ecosystem

- Enhanced research productivity and scholarly output from faculty members.
- Increased number of research publications, patents, and other forms of intellectual property.
- Enhanced collaboration with research institutions and industry partners.
- Increased the number of student-led startups and successful ventures incubated at YCMOU through the Innovation and Incubation Cell.

Administration and Governance

- Streamlined administrative processes and improved efficiency.
- Investment for augmentation and upgradation of infrastructural facilities.
- Creation and Implementation of academic policies and SOPs for all functions and operations of the University.
- Enhanced transparency and accountability in university operations.
- Improved operational efficiency and administrative effectiveness through different platforms.
- Maintain the self-finance status of the University.

Quality Enhancement Initiatives

- Enhanced quality of academic programs and services.
- Increased recognition and accreditation of YCMOU by national and international bodies.
- Periodic conduct of Academic and Administrative Audits.
- Strengthening Support Services to Online Learners.
- Enhanced academic support and guidance, leading to better academic performance and student retention.
- Initiation of Faculty and Staff welfare schemes such as insurance, financial

assistance, physical fitness, and mental well being.

- Incorporation of environmentally sustainable practices on the campus.

Sr. No.	Targets to be achieved	Present Status	2030	2035
1	School of Studies	13	15	20
2	Programs in ODL mode	121	195	215
3	Skill Enhancement Courses in CBCS	23	50	60
4	Online Programs	-	11	27
5	Multidisciplinary Programs	13	25	141
6	MOOCs on Offered (SWAYAM)	01	892	1850
7	Students Enrollment	5 Lakhs	9 Lakhs	14 Lakhs
8	Regional Centres	8	10	15
9	Sub Centres	4	6	10
10	District Centres	1	10	17
11	Learner Support Centres	1768	2500	3000
12	Overseas Study Centres	-	05	11
13	Programs to be offered in Regional Languages	53	81	121
14	Capacity Building Workshop	4	36	68
15	Faculty Development/ Quality Enhancement Programs	4	21	53

12.2 Detailed Strategic Plan

The detailed Strategic Plan is as given below

1. Academic Program Design

Expected Outcomes	Strategic Plan		Responsibility
	Short-Term Goals (2025-2030)	Long-Term Goals (2035)	
Embracing Multidisciplinary and Integrative Learning	<ul style="list-style-type: none"> • Need based new program design and development • Restructuring of existing Program • Multidisciplinary approach and integration of courses on environment and 	<ul style="list-style-type: none"> • Restructuring of School of Studies as per the new dimensions in the education • Regrouping of the existing discipline and creation of new disciplines 	School of Studies, Registration section, Student Service Division, Examination and Evaluation Section

Expected Outcomes	Strategic Plan		Responsibility
	Short-Term Goals (2025-2030)	Long-Term Goals (2035)	
	<ul style="list-style-type: none"> sustainable development Shift towards an outcome based education Make course content more engaging by adopting physical, ODL and Online mode Introduction of 4 year UG and 1 year PG program in align with NEP-2020 	<ul style="list-style-type: none"> To establish District open college at every District of Maharashtra 	
Fostering Ethical and Socially Responsible Citizens	<ul style="list-style-type: none"> Introducing ethics and Value education in Curriculum Inculcate code of conduct for ethical behavior and professionalism among student and faculty Strengthen the community engagement for service learning project, volunteering activities and social outreach programs Promotion of critical thinking and ethical decision making skills to resolve a real world problems Promoting leadership skill conducting workshop, seminar and guest lectures To propagate ethics and value education among research scholars to avoid plagiarism 	<ul style="list-style-type: none"> To create ethical value based society by adopting villages 	School of studies, Professor Ram Takawale Research and Development Centre, University Research Council
Linguistic Diversity and Cultural Heritage	<ul style="list-style-type: none"> Offer programs in regional and tribal languages Incorporate Indian knowledge system and cultural heritage in to curriculum Organization of 	<ul style="list-style-type: none"> Establishment of tribal, ritual and cultural centre for preservation of tribal culture To collaborate with archeological department to 	School of Education, Knowledge research Centre, School of Language and Culture Studies,

Expected Outcomes	Strategic Plan		Responsibility
	Short-Term Goals (2025-2030)	Long-Term Goals (2035)	
	<ul style="list-style-type: none"> cultural events and festivals Promote research in Indian language, literature and culture Development of multilingual study material 	<ul style="list-style-type: none"> conduct research on Indian culture heritage 	Linguistic Empowerment Cell, Centre for Translation
Fostering Employability, Entrepreneurship, and Social Impact	<ul style="list-style-type: none"> To design skill based degree program in the emerging areas To encourage local artism to create employability by enhancing their skills and knowledge To enhance alumni network to facilitate local need Collaborate with industry partners for internship and apprenticeship as per NEP-2020 To provide financial assistance to women for pursuing academic program 	<ul style="list-style-type: none"> To establish skill based learning support centres at District level to meet the local need To establish Agro-ecological centre at Ghorvad, Sinnar District Nashik 	School of Sciences, Computer Science, Vocational Development and Skill Development , YASH centre for Incubation, Innovation and linkages, Prof. Ram Takawale Research development Centre
Building Strong Industry-Academic Partnerships	<ul style="list-style-type: none"> Introduction of new job oriented program Active involvement of industry representative in framing academic curriculum Establish dedicated industry linkage unit to facilitate internship , apprenticeship and collaborative research 	<ul style="list-style-type: none"> Establish incubation centers at Regional centers to support student innovation and entrepreneurship 	School of Sciences, Computer Science, Continuing Education and Vocational Education and Skill Development
Professional Development of Faculty	<ul style="list-style-type: none"> To train faculty to seek financial assistance for research project and implement the same Training to writers to develop quality Self learning Material To train E-content creators for MahaDEV 	<ul style="list-style-type: none"> Create a supportive and collaborative environment to encourage faculty for innovation and research growth 	School of studies, School of Online Learning

2. Digital Learning and Teaching

Expected Outcomes	Strategic Plan		Responsibility
	Short-Term Goals	Long-Term Goals	
Expand Online Program Offerings	<ul style="list-style-type: none"> Increase new online programs across key disciplines. Develop engaging and interactive online course content. 	<ul style="list-style-type: none"> Build long-term global collaborations with reputed institutes to offer joint degree program 	School of online learning Student services division Registration Section
Enhance Online Learning Platforms	<ul style="list-style-type: none"> Upgradation of LMS with essential features like assessments and live classes. Creation of IT infrastructure, including cloud space and data centers. 	<ul style="list-style-type: none"> Implementation AI-driven, VR/AR-enhanced learning platforms. Establishment Fully operationalize a high-tech e-content production studio 	School of Online learning Computer management centre
Develop High-Quality Online Resources	<ul style="list-style-type: none"> Develop interactive videos, animations, and simulations for interactive teaching Ensure accessibility features for learners with disabilities. 	<ul style="list-style-type: none"> Integrate advanced multimedia and immersive technologies . Enhance accessibility using AI-based assistive technologies. 	School of Online learning, School of Education
Strengthen Student Support Services	<ul style="list-style-type: none"> Provide online counseling, mentorship, and technical support. Establish forums for peer and faculty interactions. 	<ul style="list-style-type: none"> Develop AI-driven personalized student support systems. Build an extensive online learning community. 	School of Online learning, Student Services division, School of studies , School of Online learning
Ensure Quality Assurance & Improvement	<ul style="list-style-type: none"> Implementation of program evaluations and feedback mechanisms. Monitor and refine course quality based on feedback. 	<ul style="list-style-type: none"> Establishment of a dedicated research unit for quality enhancement. Establishment of a "School of Emerging Technologies" with an AI Chair. 	Evaluation Section, School of studies, Student services division

<i>Expected Outcomes</i>	<i>Strategic Plan</i>		<i>Responsibility</i>
	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	
Faculty Development for Online Teaching	<ul style="list-style-type: none"> • Training to faculty for use of technology and online teaching. • Conduct workshops on instructional design. 	<ul style="list-style-type: none"> • Establishment of staff training and research institute of distance education (STRIDE) 	School of online learning School of Education
Leverage Open & Distance Learning	<ul style="list-style-type: none"> • Develop open learning models with select courses. • Offer micro-credentialing and competency-based learning options. 	<ul style="list-style-type: none"> • Development of personalized and adaptive learning models. 	School of studies

3. Expanding Access to Education

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Establishment of School of Developmental Studies	<ul style="list-style-type: none"> • Initiate collaboration with Gram Panchayats for course design. • Develop initial training programs for sustainable development. • Partner with NGOs and Government agencies for community support. 	<ul style="list-style-type: none"> • Integration advanced rural development and self-reliance program • Build a sustainable knowledge sharing ecosystem 	School of Developmental Studies
Agro ecology & Community Courses	<ul style="list-style-type: none"> • Beneficial course offering based on community needs and feedback courses in agriculture industry and plantations. • Provide initial scholarship and financial aid for underprivileged students. • Offer initial seed funding for innovative ideas. 	<ul style="list-style-type: none"> • Establish a long-term funding mechanism for economically disadvantaged students • Set up a dedicated startup incubation center for rural entrepreneurs. 	School of Developmental Studies
Strengthening Regional Centers	<ul style="list-style-type: none"> • Up gradation of infrastructure and technology in regional centers. • Expansion of vocational and skill development courses. 	<ul style="list-style-type: none"> • Develop state-of-the-art regional hubs with extensive facilities. • Scale up programs to reach a wider range of learners. 	Student Services Division, School of Vocational Education & Skill Development
	<ul style="list-style-type: none"> • Establishment of new Learning Support Centers in underserved areas. 	<ul style="list-style-type: none"> • To develop mechanism to ensure 100% coverage in 	Student Services Division

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
	<ul style="list-style-type: none"> Implement technology-driven remote learning platforms. 	<ul style="list-style-type: none"> remote and tribal areas. Continuously upgrade learning support systems with AI and VR. 	
Developing Culturally Relevant Learning Materials	<ul style="list-style-type: none"> Development of learning materials incorporating local languages. Pilot test culturally sensitive curriculum in select regions. 	<ul style="list-style-type: none"> Develop a comprehensive library of culturally contextualized resources. Fully integrate local context into all learning materials. 	School of Studies, Knowledge resource centre
Community Outreach & Awareness Program	<ul style="list-style-type: none"> Establishment of a continuous engagement model with communities. Collaborate with NGOs and government agencies for outreach. 	<ul style="list-style-type: none"> Develop long term strategic partnerships for community development. 	School of Studies
Strengthening Existing Collaborations	<ul style="list-style-type: none"> Establishment of skill development programs with organizations like JNPT. Conduct initial workshops and training sessions for workforce development. 	<ul style="list-style-type: none"> Establish long-term industry-academic collaborations for job-oriented training. 	School of Vocational Education & Skill development, School of Continuing Education

4. Technology-Assisted Student Support

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Online Support Portal	Develop a centralized online portal for student services.	Enhance chatbots with AI-driven predictive assistance.	Student Services Division
AI-Powered Chatbots	Deploy AI chatbots for 24/7 basic student support.		Student Services division
Online Tutoring &	Launch an online platform for tutor and mentor		Software

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Mentorship	connections.		
Data Analytics for Student Success	Implementation of basic analytics to track student academic performance.		Computer Management centre
Online Counseling & Wellness Services	Create environment to provide virtual counseling for student mental health support.	Expand wellness programs with AI-driven mental health tools.	School of studies
Digital Accessibility & Equity	Provide affordable internet access and devices to needy students.	Establish long-term digital equity initiatives.	Computer Management centre
Faculty & Staff Training	Provide training to use advanced technology for student support.	Develop a continuous professional development program.	

5. Strengthening Placement Services and Community Engagement

<i>Expected outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Centralized Career Hub	Establish a centralized career guidance and placement cell.	Expand career hub with AI-driven job matching and skill assessments.	Training & placement cell
Industry Partnerships & Placements	Develop initial collaborations with key employers and recruiters.	Build long-term MoUs with top industry partners for guaranteed placements.	Training & placement cell
Career Development Programs	Organize resume-building workshops, mock interviews, and job fairs.	Integrate career development courses into academic curriculum.	Training & placement cell School of studies
Online Placement & Networking	Utilize job portals and social media for placement opportunities.	Develop a dedicated online platform for alumni and employer engagement.	Training & placement cell
Alumni Engagement & Mentorship	Launch alumni networking events and mentorship programs.	Establish a structured alumni association with regular engagement.	Alumni cell
Placement Data &	Start tracking	Implement AI-powered	Training &

Analytics	placement trends and employment outcomes.	analytics to refine placement strategies.	placement cell
Entrepreneurship & Incubation Support	Provide initial startup mentorship and seed funding.	Develop a full-fledged incubation center for student startups.	Yash centre for innovation, incubation and linkages Prof. Ram Takwale R & D centre

6. Infrastructure Development, Upgradation and Expansion

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Modernization of Existing Facilities	<ul style="list-style-type: none"> Upgrade counseling rooms, laboratories, and administrative buildings. Improve library resources, including e-resources and database subscriptions. 	<ul style="list-style-type: none"> Development of a state-of-the-art digital and physical library system. 	Building works department, Computer management centre, School of online learning
Infrastructure Expansion	<ul style="list-style-type: none"> Construction of new academic buildings and expanded facilities. Increase capacity to accommodate rising student enrollment. 	<ul style="list-style-type: none"> Establishment of new campuses and satellite centers. 	Building works department, Computer management centre, School of online learning
IT Infrastructure Enhancement	<ul style="list-style-type: none"> Upgrade cloud-space, e-content production studio, and LMS. Improve high-speed internet and Wi-Fi connectivity across campus. 	<ul style="list-style-type: none"> Implement advanced AI-powered LMS and research tools. Expand digital capabilities with cutting-edge IT infrastructure. 	Building works department, Computer management centre, School of online learning
Sustainability and Green Campus Initiatives	<ul style="list-style-type: none"> Initiate green building practices and install energy-efficient technologies. 	<ul style="list-style-type: none"> Develop a fully sustainable and eco-friendly campus. 	Building works department, Computer management centre, School of online learning
Accessibility	<ul style="list-style-type: none"> Ensure initial 	<ul style="list-style-type: none"> Integrate 	Building works

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
and Inclusivity	accessibility measures like ramps and elevators.	assistive technologies and smart accessibility solutions.	department, Computer management centre , School of online learning

7. University Governance, Leadership and Resource Mobilization

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Shared Governance & Decision-Making	<ul style="list-style-type: none"> Increase in Participation of faculty, student, and staff in key decision-making processes. 	<ul style="list-style-type: none"> Institutionalize participatory governance models. 	School of studies Divisions and centres of the university Regional centres
Leadership Development	<ul style="list-style-type: none"> Organization of leadership training programs for faculty and administrators. 	<ul style="list-style-type: none"> Develop a structured leadership pipeline for future university leaders. 	Training & placement cell
Administrative Efficiency	<ul style="list-style-type: none"> Digitization and streamlining key administrative processes for operational efficiency. 	<ul style="list-style-type: none"> Implement AI-driven administrative solutions for enhanced automation. 	Registrar office
Transparency & Accountability	<ul style="list-style-type: none"> Develop and enforce clear policies ensuring ethical governance. 	<ul style="list-style-type: none"> Establish a continuous monitoring framework for governance effectiveness. 	Board of Management
Innovation & Continuous Improvement	<ul style="list-style-type: none"> Launch initiatives to encourage faculty, staff, and students to propose innovative solutions. 	<ul style="list-style-type: none"> Create a dedicated center for university innovation and improvement. 	YASH centre of innovation, incubation and linkages
Resource Mobilization	<ul style="list-style-type: none"> Identify and develop initial funding strategies for sustainable growth. 	<ul style="list-style-type: none"> Establish long-term partnerships and endowment funds for financial stability. 	School of studies Finance section

8. Quality Enhancement Initiatives and Best Practices

<i>Expected Outcomes</i>	<i>Short-Term Goals</i>	<i>Long-Term Goals</i>	<i>Responsibility</i>
Strengthening Internal Quality Assurance	Empower CIQA to lead quality enhancement initiatives.	Establish a robust quality culture across all Schools/Divisions/centres	Centre for internal quality assurance
Academic Program Reviews	Conduct initial reviews to ensure relevance and alignment.	Implement a continuous program review mechanism.	School of studies
Innovative Teaching-Learning Methods	Introduce blended, experiential, and problem-based learning.	Fully integrate student-centric teaching models.	School of studies
Innovative Assessment Methods	Pilot new assessment techniques beyond traditional exams.	Standardize advanced assessment techniques university-wide.	Evaluation section Examination section
Continuous Feedback & Improvement	Set up feedback channels for students, faculty, and stakeholders.	Establish a dynamic quality enhancement framework.	Student services division
Data-Driven Decision Making	Begin using data analytics for performance tracking.	Develop an AI-based analytics system for quality improvement.	School of studies
Accreditation & Ranking Applications	Apply for national and rankings.	Obtain international accreditations and improve global ranking.	Centre for internal Quality Assurance



सत्यमेव जयते
महाराष्ट्र शासन



राज्यगीत

जय जय महाराष्ट्र माझा, गर्जा महाराष्ट्र माझा
जय जय महाराष्ट्र माझा, गर्जा महाराष्ट्र माझा ॥४॥

भिती न आम्हा तुझी मुळी ही गडगडणाऱ्या नभा
अस्मानाच्या मुलतानीला जबाब देती जिभा
सह्याद्रीचा सिंह गर्जतो शिव शंभू राजा
दरी दरीतून नाद गुंजला महाराष्ट्र माझा
जय जय महाराष्ट्र माझा, गर्जा महाराष्ट्र माझा ॥१॥

काळ्या छातीवरी कोरली, अभिमानाची लेणी
पोलादी मनगटे खेळती, खेळ जीव घेणी
दारिद्र्याच्या उन्हात शिजला
निहळाच्या घामाने भिजला
देश गौरवासाठी झिजला
दिल्लीचे ही तख्त राखितो, महाराष्ट्र माझा
जय जय महाराष्ट्र माझा, गर्जा महाराष्ट्र माझा
जय जय महाराष्ट्र माझा ॥२॥

गीतकार : कविवर्य श्री. राजा नीलकंठ बहे

VILAS
RAMRAO
THORAT

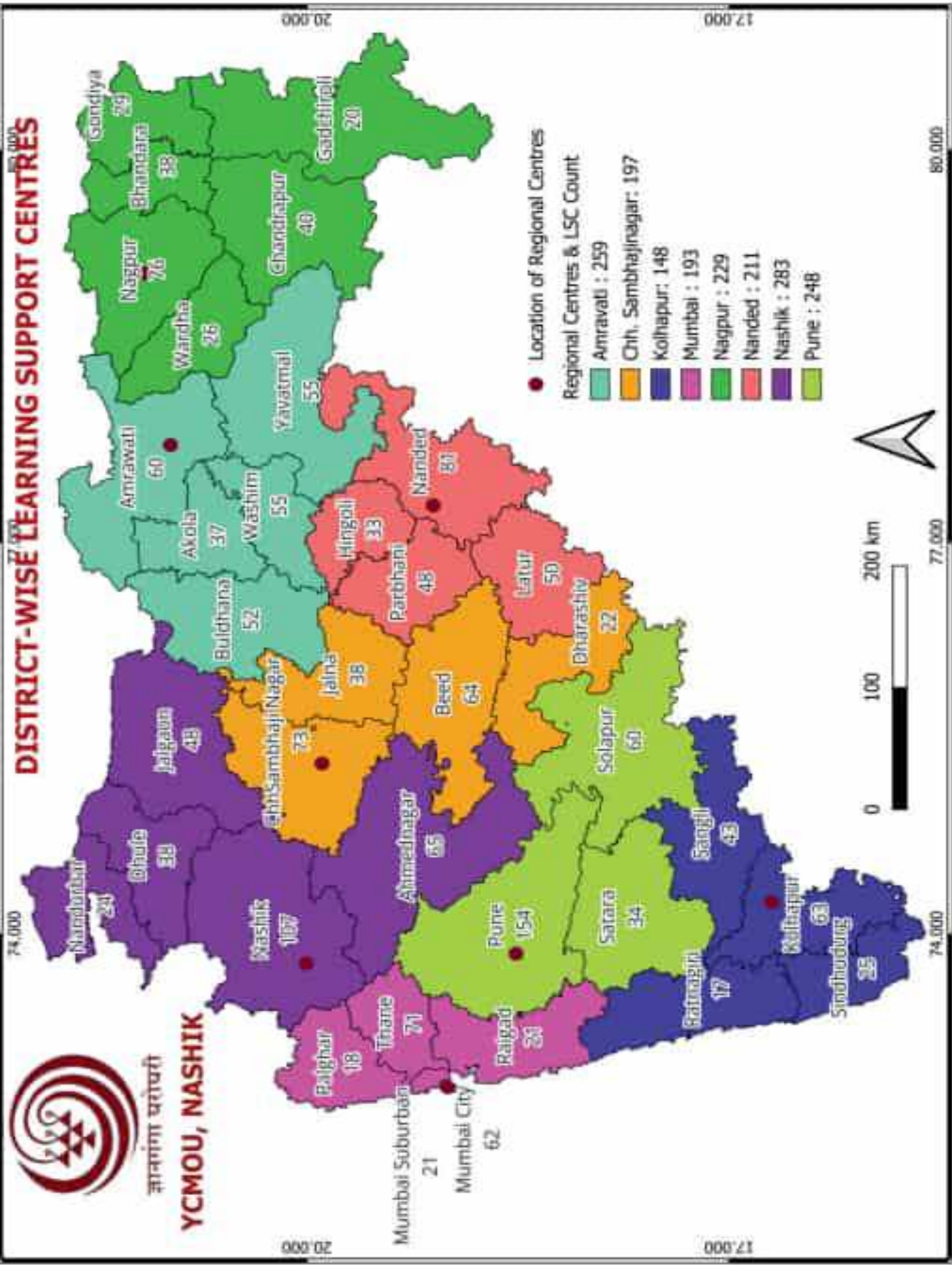




यशस्विता सर्वोपरि

YCMOU, NASHIK

DISTRICT-WISE LEARNING SUPPORT CENTRES



● Location of Regional Centres

Regional Centres & LSC Count

- Amravati : 259
- Chh. Sambhajinagar: 197
- Kolhapur: 148
- Mumbai : 193
- Nagpur : 229
- Nanded : 211
- Nashik : 283
- Pune : 248



74,000

74,000

20,000

17,000

20,000

17,000

80,000

77,000