

BENGALURU · INDIA

2026 — 2035

STRATEGIC PLAN

DAYANANDA SAGAR UNIVERSITY

2035

"Creating Intelligent Leaders for a Sustainable Humanity"

India's AI-First University for Human Advancement

STRATEGIC PLANNING DOCUMENT • PREPARED 2026 • HORIZON 2035

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NAVIGATING THE PLAN

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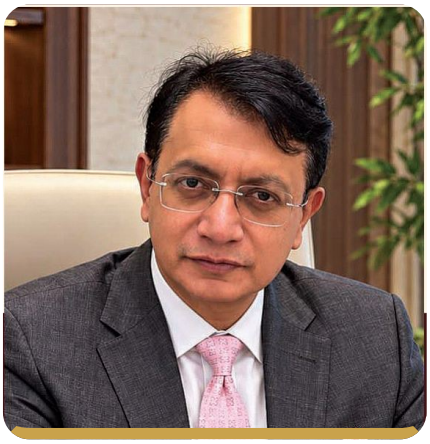
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FRONT MATTER

FOREWORD

Universities are, at their best, instruments of human advancement. They take the raw material of curiosity and turn it into capability; they take capability and turn it into contribution. The plan set out in these pages is an attempt to describe, with as much precision as a ten-year horizon allows, what Dayananda Sagar University intends to contribute between now and 2035 — and how it intends to organise itself to do so.



Dr. D. Premachandra Sagar
Vice Chairman, Dayananda Sagar Institutions
Pro Chancellor, Dayananda Sagar University

We are writing at an unusual moment. Artificial intelligence has moved, within a handful of years, from a specialist research discipline to a general-purpose technology that touches clinical medicine, legal practice, industrial design, agriculture, financial services and public administration alike. At the same time, the systems that societies depend upon — hospitals, power grids, payment networks, transport systems — have become digital, interconnected and therefore vulnerable in ways they were not a generation ago. Climate pressure is reshaping how cities are built and how energy is produced. These are not separate stories. They are one story, and it is a story about convergence.

Most universities will respond to that convergence by adding courses. We believe DSU has the opportunity, and the obligation, to respond by reorganising itself around it. The University already holds an unusual combination of assets: an NVIDIA AI Factory; a Cyber Range and Security Operations Centre of a standard rarely found in academia; a Robotics and Drone Lab operating humanoid and quadruped platforms; AR, VR and XR laboratories with a digital twin zone powered by NVIDIA Omniverse; three integrated makerspaces spanning AI, electronics and mechanical fabrication; a complete healthcare ecosystem spanning medicine, dentistry, pharmacy, nursing and allied sciences; established schools of engineering, management, design and law; two operating incubators in DERBI and AIC-DSU; a Smart Campus and Net Zero programme contracted with Siemens; and a governing trust with a genuine appetite for enterprise. Very few institutions anywhere hold all of these under one roof. Almost none have yet made them work as a single system.

That is the ambition of this plan. Not to add an AI department, but to make DSU an AI-first university. Not to run a cyber lab, but to build a national cyber capability. Not to operate a teaching hospital alongside an engineering school, but to fuse them into an academic health system. The plan is deliberately demanding, and it should be. Institutions rarely rise to modest expectations.

What follows is organised so that it can be acted upon rather than merely admired. Ten strategic pillars describe how the University will organise itself. Four deep technology platforms — a quantum computing laboratory, a drug discovery and clinical research capability, a semiconductor design centre, and electric and autonomous mobility — describe the major things it will build. Six flagship missions describe what it will build them for. A set of enablers describes the institutional capability required to sustain them, and a governance and delivery framework describes who is accountable for what, by when, and against which measures. Every commitment in this document is intended to be testable.

The measure of this plan will not be the elegance of its language. It will be whether, in 2035, a student who graduated from DSU is demonstrably better prepared for the world they enter; whether a patient in Karnataka received better care because of research done here; whether a piece of national infrastructure was safer because someone trained in our Cyber Range was defending it. Those are the outcomes this document exists to produce.

FRONT MATTER

EXECUTIVE SUMMARY



This Strategic Plan sets out how Dayananda Sagar University will develop between 2026 and 2035, and the institution it intends to become by the end of that period: India's most influential AI-first multidisciplinary university, and a globally recognised centre for the convergence of artificial intelligence, healthcare, sustainability, agriculture and cybersecurity.

The strategic premise

DSU is not seeking to replicate the trajectory of a conventional comprehensive university. That path is well-populated, slow, and offers no durable differentiation. Instead, the University will build its identity around the converging domains in which it already holds real, hard-to-replicate assets — an AI Factory, a Cyber Range and SOC, robotics and drone laboratories, XR and digital twin facilities, three integrated makerspaces, an integrated healthcare ecosystem, two operating incubators, and a Smart Campus and Net Zero programme contracted with Siemens — and will organise its teaching, research, innovation and engagement activity around making those assets work as a single institutional system rather than as separate projects.

Within that platform, DSU's applied research effort is deliberately concentrated on three priorities where artificial intelligence can produce the greatest measurable benefit for India: AI in Healthcare, AI in Sustainability, and AI in Agriculture. Cybersecurity operates as the fourth domain and as the enabling discipline that makes work in the other three trustworthy and deployable.

THREE APPLIED AI PRIORITIES

AI in Healthcare • AI in Sustainability • AI in Agriculture — underpinned by cybersecurity as the enabling discipline.

Four deep technology platforms

Alongside its ten pillars, the University will build four major capability programmes, each requiring dedicated capital and external funding: a world-class Quantum Computing Laboratory; a Drug Discovery and Clinical Research capability spanning the School of Pharmacy, the existing Animal House and the Medical College Hospital; a Semiconductor Laboratory designing chips using AI, with a funded pathway toward wafer-level

fabrication; and an Electric and Autonomous Mobility programme delivering a Level 3 ADAS transportation pod and autonomous delivery pods operating on campus. Each is staged so that capability is built before capital is committed at scale, and each states its external funding dependency openly.

What the plan commits to

The plan is structured around ten strategic pillars. In education, DSU will make AI fluency universal, so that every graduate leaves with genuine capability in artificial intelligence, data, ethics, cybersecurity, entrepreneurship and sustainability alongside deep disciplinary expertise. In research, the University will consolidate fragmented departmental activity into five Grand Challenge Institutes with the scale to compete internationally. In innovation, it will extend its two existing incubators, DERBI and AIC-DSU, into a full-stack venture pipeline from student idea to global technology company, backed by the University's own capital and by three integrated makerspaces that compress the hardware build cycle.

Cyber leadership will become DSU's signature national contribution through a National Cyber Academy training students, government, military and industry at scale. Healthcare will be transformed through the creation of a genuine Academic Health System integrating hospital, medical college, engineering and the AI Factory. Industry relationships will be deepened from placement pipelines into co-funded research laboratories, joint degrees and endowed chairs. The University will build an international footprint, deliver a Siemens-contracted Net Zero campus by 2035 that doubles as a living sustainability laboratory, invest systematically in its people, and hold every school accountable for measurable societal contribution.

How it will be delivered

Delivery is phased across three horizons. Between 2026 and 2028 the University will build foundations: curriculum redesign, faculty capability, institute formation, partnership agreements and governance. Between 2029 and 2032 it will scale what works: university-wide rollout, national training delivery, international expansion and research volume. Between 2033 and 2035 it will consolidate leadership positions in its chosen domains.

Accountability sits with a Strategic Plan Delivery Board chaired by the Vice-Chancellor, supported by named pillar owners, an annual planning and budgeting cycle aligned to the plan, and a public annual report against a defined KPI dashboard. Six flagship missions cut across the pillars, giving the University a small number of institution-defining programmes around which teaching, research, industry and community engagement can be visibly united.

What success looks like in 2035

By 2035 the plan targets 100% AI-enabled curricula and 95% graduate employability; sponsored research above ₹1,000 crore annually with 5,000 Scopus-indexed publications and an institution-wide H-index above 300; 1,000 startups incubated and 100 global patents annually; 100,000 cybersecurity professionals trained through the largest academic cyber range in Asia; a fully AI-enabled teaching hospital anchoring a Global Centre for Digital Health and Precision Medicine; and a global position in the top 500 of the QS World University Rankings, the top 100 in Asia, with students from 100 countries and 200 international university partnerships.

IN SHORT

DSU will stop being a university that has an AI initiative, and become a university whose defining characteristic is intelligence applied to human advancement.

VISUAL SUMMARY

2035 at a Glance

10
STRATEGIC PILLARS

4
DEEP TECH PLATFORMS

6
FLAGSHIP MISSIONS

11
ENABLERS

100%
AI-enabled curricula

95%
Graduate employability

₹1,000 cr+
Sponsored research annually

5,000
Scopus-indexed publications annually · H-index above 300

1,000
Startups incubated

100
Global patents annually

100,000
Cybersecurity professionals trained

Top 500
QS World University Rankings · Top 100 in Asia

100 · 200
Countries represented · international university partnerships

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Build foundations	Scale what works	Consolidate leadership

Figures summarise the 2035 targets set out in the Executive Summary and the 2035 Dashboard of this plan.



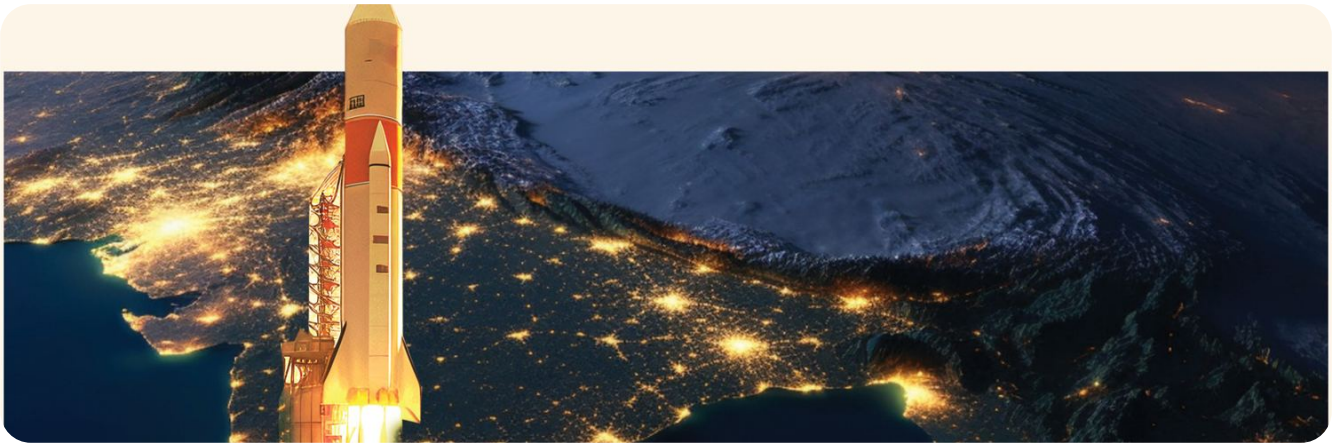
PART I

I STRATEGIC CONTEXT

The environment DSU is planning for, the assets it holds, and the strategic choice in front of it.

PART I · STRATEGIC CONTEXT

THE GLOBAL CONTEXT FOR HIGHER EDUCATION



Three forces will define the operating environment for universities over the next decade, and this plan is built on an assessment of all three.

Artificial intelligence as general-purpose infrastructure

Artificial intelligence has crossed the threshold from specialist technique to general-purpose infrastructure. The consequence for higher education is not primarily that universities need to teach more computer science. It is that the practice of nearly every profession the university trains for is being restructured. A clinician who can interrogate an AI diagnostic system is doing a different job from one who cannot. So is a lawyer working with document intelligence, an architect working with generative design, an agronomist working with yield prediction, or a psychologist working with digital phenotyping.

Institutions that treat AI as a departmental subject will produce graduates who understand the technology in the abstract. Institutions that treat it as a layer running through every discipline will produce graduates who can apply it in context. That distinction is the single most consequential curriculum decision facing universities today, and this plan resolves it decisively in favour of the latter.

Digital dependence and systemic vulnerability

As societies have digitised, they have also become exposed. Healthcare systems, financial infrastructure, energy grids, transport networks and government services now depend on software and connectivity that are actively contested. The global shortage of skilled cyber defenders is not narrowing, and the emergence of AI-enabled attack tooling and the eventual arrival of cryptographically relevant quantum computing will widen it further.

This is a genuine national capability gap, and it is one that universities — not vendors, and not short-course providers alone — are best placed to close at scale and with rigour. DSU's Cyber Range and Security Operations Centre give it a starting position in this space that very few academic institutions in Asia can match.

Health, climate and the demand for applied research

Ageing populations, chronic disease burden, healthcare cost pressure and unequal access are driving demand for precision medicine, digital health, telemedicine and affordable medical devices. Simultaneously, climate pressure is reshaping how cities are planned, how energy is generated and stored, how water is managed and how materials circulate through the economy. Both domains reward exactly the kind of interdisciplinary work — clinicians with engineers, engineers with data scientists, designers with policy specialists — that traditional departmental structures make difficult and that this plan is designed to make routine.

PART I · STRATEGIC CONTEXT

INDIA'S OPPORTUNITY



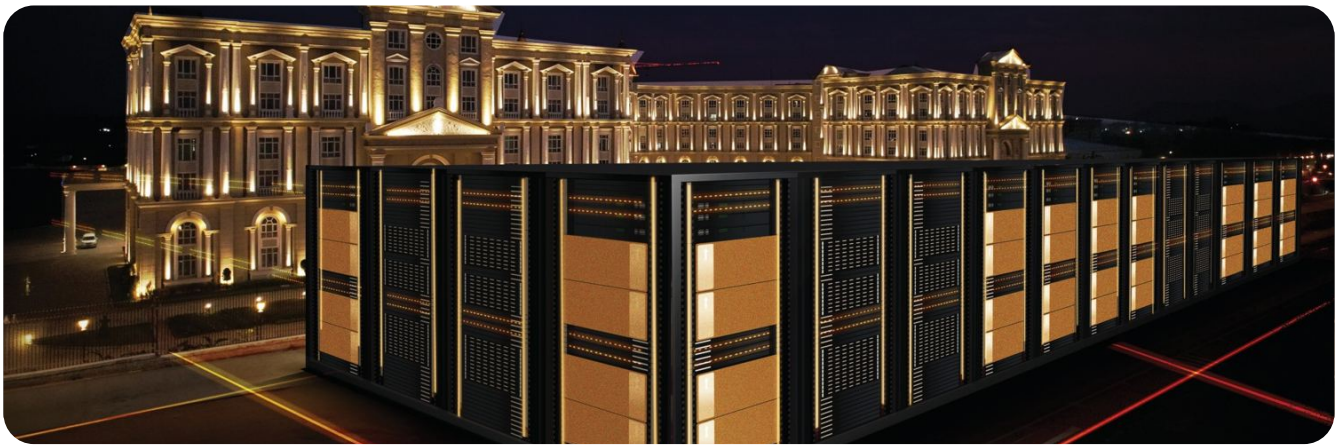
India enters this decade with a set of advantages that make it unusually well-positioned: a large young population entering the workforce, a mature digital public infrastructure, a globally significant technology services industry, a rapidly maturing startup ecosystem, and national policy that explicitly encourages multidisciplinary education, institutional autonomy and research intensity.

The constraint is not ambition or talent. It is that research intensity, industry-embedded education and international engagement remain concentrated in a small number of institutions. There is substantial room for a private university with genuine infrastructure, entrepreneurial governance and a clear strategic focus to establish a national position quickly — provided it chooses a distinctive position rather than competing on the same ground as everyone else.

Bengaluru sharpens this opportunity further. The University sits inside the densest concentration of technology employers, research capability, healthcare institutions and venture capital in the country. Proximity to that ecosystem materially reduces the cost and difficulty of building industry-embedded research, entrepreneurial pipelines and clinical translation — provided the University is organised to take advantage of it.

PART I · STRATEGIC CONTEXT

DSU'S DISTINCTIVE ASSETS



Dayananda Sagar University is in a unique position because it possesses capabilities that very few universities globally have assembled within one ecosystem. The strategic significance of these assets lies less in their individual quality than in their combination.

THE ASSET BASE

ASSET	STRATEGIC SIGNIFICANCE
NVIDIA AI Factory	Institutional-scale compute for foundation model work, agentic AI, digital twins and applied AI research across every discipline — an asset most universities must rent or share.
Cyber Range & SOC	A live, high-fidelity environment for training, simulation, research and national capability building; rare in academia and difficult to replicate.
Robotics & Drone Lab	Humanoid and quadruped robotics platforms with a dedicated drone zone, supporting human–machine interaction, embodied AI, autonomy and field robotics research.
AR / VR / XR Labs & Digital Twin Zone	Immersive laboratories established with Axiom and a digital twin zone powered by NVIDIA Omniverse — the simulation substrate for healthcare, manufacturing, campus and city-scale modelling.
Three integrated makerspaces	AI, electronics and mechanical makerspaces operating together — an unusually complete prototyping chain taking an idea from model to circuit to physical device on one campus.
Integrated healthcare ecosystem	Medicine, dentistry, pharmacy, nursing and allied sciences under one governance structure, with clinical access — the substrate for an academic health system.
Engineering, Management, Design & Law	The disciplinary breadth required for genuine interdisciplinary work in AI, health technology, sustainability and digital governance.
Siemens Smart Campus & Net Zero contract	A contracted partnership delivering a smart, net zero campus by 2035 — converting the estate itself into both a sustainability commitment and a research platform.

ASSET	STRATEGIC SIGNIFICANCE
DERBI and AIC-DSU incubators	Two operating incubators providing an existing, proven base on which a full venture pipeline can be built rather than started from nothing.
School of Pharmacy, Animal House & Medical College Hospital	Discovery, preclinical and clinical capability under one governance structure — the substrate for an unbroken drug discovery-to-clinic chain, and a combination few Indian institutions hold.
Entrepreneurial governing trust	Decision-making speed and appetite for investment that public institutions and many private peers cannot match.
Growing international outlook	A platform on which dual degrees, mobility, global research centres and international campuses can realistically be built.

The strategic implication is straightforward. Individually, each of these assets is valuable but not unique. Collectively, and if operated as a single system, they constitute a genuinely differentiated institutional platform. The central task of this plan is to convert a portfolio of assets into an integrated capability.

PART I · STRATEGIC CONTEXT

THE PHYSICAL INNOVATION STACK

One feature of DSU's position deserves separate treatment, because it is rarer than any individual facility: the University holds a complete chain from computation through simulation to physical fabrication, on one campus, under one governance structure. Most universities hold one or two links in that chain and outsource the rest.






Compute and simulation

The NVIDIA AI Factory provides institutional-scale computation. The AR, VR and XR laboratories established with Axiom, together with the digital twin zone powered by NVIDIA Omniverse, provide the simulation layer — the ability to model a hospital workflow, a manufacturing line, a farm, a building system or the campus itself with sufficient fidelity to test interventions before they are built. A prospective collaboration with Dassault Systèmes on virtual twins would extend this capability into industrial-grade product and systems modelling.

Embodiment: robotics and autonomy

The Robotics and Drone Lab moves the work from screen to world. Two Unitree humanoid platforms and quadruped robots support research in human–machine interaction, embodied AI, locomotion and assistive robotics, while a separate drone zone enables autonomous aerial work directly relevant to agriculture, infrastructure inspection, logistics and disaster response. Embodied platforms matter strategically because they force AI research to confront physical reality — sensing noise, latency, safety and human interaction — in ways that purely computational work does not.

Fabrication: three integrated makerspaces

The AI Makerspace, Electronics Makerspace and Mechanical Makerspace together form what is arguably the most complete academic prototyping environment of its kind. A student or researcher can develop a model, design and populate the electronics that run it, and machine the physical housing that carries it, without leaving the campus or waiting on external suppliers. For a university committed to translation and venture creation, the compression of that build cycle is a material competitive advantage.

Translation: two operating incubators

DERBI and AIC-DSU provide an established incubation base, which means DSU's innovation ambition begins from working infrastructure rather than from a standing start. The task set out in Pillar 3 is therefore not to create incubation capability but to extend it upward into venture building, sector accelerators and patient capital.

COMPUTE	SIMULATION	EMBODIMENT	FABRICATION	INCUBATION

STRATEGIC SIGNIFICANCE

Compute → simulation → embodiment → fabrication → incubation, integrated on one campus. This chain is DSU's most distinctive and least replicable asset.

PART I · STRATEGIC CONTEXT

THREE APPLIED AI PRIORITIES

Breadth of infrastructure creates a risk of diffusion. DSU therefore concentrates its applied AI research effort on three priorities, chosen because the University holds genuine capability in each, because each carries substantial national significance, and because each can be pursued using the same underlying platform.



PRIORITY 1
AI in Healthcare



PRIORITY 2
AI in Sustainability



PRIORITY 3
AI in Agriculture

PRIORITY	WHY DSU	PRINCIPAL ASSETS DEPLOYED
AI in Healthcare	An integrated clinical ecosystem with direct patient access alongside engineering and AI capability — the combination required for genuine clinical translation	Academic Health System, AI Factory, XR simulation, makerspaces, medical robotics
AI in Sustainability	A contracted Siemens Smart Campus and Net Zero programme providing a live, instrumented testbed at settlement scale	Campus digital twin, Omniverse, Siemens partnership, energy and water systems
AI in Agriculture	Proximity to India's agricultural economy combined with drone, robotics, sensing and modelling capability rarely assembled in one institution	Drone zone, robotics lab, AI Factory, agritech partnerships, rural networks

Cybersecurity is treated as the fourth domain and, distinctively, as the enabling discipline for the other three. Clinical AI, instrumented infrastructure and connected agricultural systems are all attack surfaces; work that is not secure is not deployable. DSU's Cyber Range and SOC therefore serve both as a national capability in their own right and as the assurance layer beneath every applied priority.

PART I · STRATEGIC CONTEXT

STRATEGIC POSITION ASSESSMENT



An honest reading of DSU's position identifies both the foundations available to build on and the constraints that must be addressed for this plan to succeed.

STRENGTHS

- Rare convergence of AI, cyber, health, sustainability and agriculture assets
- A complete compute–simulation–robotics–fabrication chain on one campus
- Robotics, humanoid, drone, XR and digital twin facilities already operational
- Three integrated makerspaces compressing the prototype cycle
- Two established incubators in DERBI and AIC-DSU
- A contracted Siemens Smart Campus and Net Zero 2035 programme
- Established industry relationships with global technology firms
- Entrepreneurial governance and decision-making speed
- Disciplinary breadth across professional and technical fields
- Location within India's densest technology ecosystem
- Clinical access through an integrated health ecosystem

CONSTRAINTS TO ADDRESS

- Research intensity and external funding below global benchmarks
- Assets currently operating as separate projects, not one system
- Faculty capability in AI uneven across schools
- International recognition and rankings position still emerging
- Innovation pipeline weighted toward incubation, not scale-up
- Advanced facilities not yet fully accessible beyond engineering
- Cross-school collaboration not yet structurally incentivised

OPPORTUNITIES

- National demand for cyber capability at population scale
- Industry appetite for co-funded applied research
- Policy support for multidisciplinary, autonomous institutions
- Clinical translation through an academic health system
- Global partnerships and international student mobility
- Campus as a commercialisable sustainability testbed
- Drone and field robotics applied to India's agricultural economy
- Virtual twin collaboration with Dassault Systèmes

RISKS

- Competitor institutions moving faster on AI positioning
- Talent competition from industry for AI and cyber faculty
- Capital intensity of infrastructure and international expansion
- Technology obsolescence across a ten-year horizon
- Execution capacity spread across too many initiatives
- Regulatory change in higher education and health research

PART I · STRATEGIC CONTEXT

THE STRATEGIC CHOICE



Rather than becoming “another comprehensive university,” DSU can aspire to become India's leading AI-Native Innovation University by 2035. This is a choice, and it involves genuine trade-offs. It means concentrating investment rather than distributing it evenly. It means measuring schools on contribution to institutional missions, not only on their own enrolment and results. It means accepting that some conventional markers of breadth will be de-prioritised in favour of depth in a small number of converging domains.

The alternative — incremental growth across a wide front — is safer in any single year and weaker over ten. It produces an institution that is respectable in many areas and indispensable in none. Given the assets DSU already holds, that would be a significant waste of a rare position.

This plan therefore adopts a proven strategic architecture — Vision → Education → Research → Engagement → Enablers → Metrics — while anchoring DSU's differentiation firmly in Artificial Intelligence applied to Healthcare, Sustainability and Agriculture, secured by Cybersecurity. Everything that follows is an elaboration of that choice.

> ***The question is not whether DSU can become a good comprehensive university. It is whether it will become an indispensable one.***



PART II

II VISION, MISSION & VALUES

What the University is for, what it commits to, and the principles that govern how it works.

PART II · VISION, MISSION & VALUES

VISION



> *To become India's most influential AI-first multidisciplinary university, transforming education, healthcare, cybersecurity, industry and society through innovation.*

Three words in this statement carry deliberate weight. “Influential” is chosen in preference to “largest” or “highest-ranked”: the test is whether DSU changes practice beyond its own walls. “AI-first” signals that artificial intelligence is not a department but an organising principle. “Multidisciplinary” asserts that the University's advantage comes from combination — clinicians with engineers, lawyers with data scientists, designers with security researchers — rather than from excellence in any single field.

PART II · VISION, MISSION & VALUES

MISSION

DSU exists to:

- Educate future-ready leaders
- Create globally impactful research
- Build AI-driven enterprises
- Improve healthcare
- Strengthen national cyber resilience
- Accelerate sustainable development

Each mission element maps directly onto pillars, flagship missions and measurable targets later in this document. None of them is decorative; each carries named accountability and reported metrics.

PART II · VISION, MISSION & VALUES

PURPOSE

> ***Empowering Human Potential through Intelligence, Innovation and Integrity.***

Intelligence describes both the technology the University works with and the human capability it seeks to develop. Innovation describes the University's insistence that knowledge should be translated into working solutions, enterprises and clinical practice. Integrity describes the constraint under which both operate — the commitment that DSU's work will be conducted ethically, responsibly, and in service of people rather than at their expense.

PART II · VISION, MISSION & VALUES

INSTITUTIONAL VALUES



Six values govern how the University pursues this plan. They are stated here because a strategy of this ambition will regularly present choices between speed and rigour, between growth and quality, between commercial opportunity and public benefit. These values describe how DSU intends to resolve those choices.

Human advancement first

Technology is a means. Every programme, institute and partnership is ultimately justified by its contribution to human capability, health, safety or opportunity — not by its technical sophistication.

Responsible intelligence

The University will build AI capability and AI ethics together, not sequentially. Responsible AI, data governance, security and fairness are treated as engineering requirements, not compliance afterthoughts.

Rigour and evidence

Ambition is disciplined by measurement. Claims are supported by data, initiatives are evaluated honestly, and underperforming programmes are corrected or closed rather than quietly continued.

Convergence over silos

The University's structural advantage lies at the intersections between disciplines. Governance, funding and reward will actively favour cross-school collaboration over departmental protection.

Enterprise and translation

Knowledge that stays inside the institution is incomplete. Faculty and students are expected and supported to translate research into ventures, clinical practice, policy and products.

Openness and inclusion

DSU will be a university that is international in outlook, inclusive in access, and open in its engagement with communities that stand to benefit most from its work.

PART II · VISION, MISSION & VALUES

THE STRATEGIC FRAMEWORK



The plan is organised as a single connected architecture rather than a list of initiatives. Vision and purpose define direction. Ten strategic pillars define how the University organises its core activity. Four deep technology platforms describe the major capability programmes it will build — in quantum computing, drug discovery, semiconductors and autonomous mobility. Six flagship missions cut across pillars and platforms to give the institution a small number of visible, unifying programmes. A set of enablers describes the institutional capability required to sustain delivery. A governance and delivery framework assigns accountability. A metrics dashboard makes progress testable.

LAYER	FUNCTION	WHERE IT APPEARS
Vision, Mission & Values	Defines direction and the principles governing delivery	Part II
Ten Strategic Pillars	Define how the University organises its core activity	Part III
Four Deep Technology Platforms	Major capability programmes the University builds	Part IV
Six Flagship Missions	Unite pillars and platforms around defining programmes	Part V
Strategic Enablers	Provide the institutional capability to sustain delivery	Part VI
Governance & Delivery	Assigns accountability, phasing, funding and risk control	Part VII
Metrics Dashboard	Makes progress measurable and publicly reportable	Part VIII



PART III

III THE TEN STRATEGIC PILLARS

What the University will build, why it matters, how it will be delivered, and how progress will be measured.

PART III · THE TEN STRATEGIC PILLARS

OVERVIEW OF THE PILLARS

Ten interlocking pillars translate DSU's vision into an actionable institutional agenda spanning education, research, innovation, cyber leadership, healthcare, industry, global engagement, sustainability, people and society. They are interdependent by design: education reform depends on faculty capability, research concentration depends on recruitment, innovation depends on research flow, and every pillar depends on the enablers described in Part V.

Each pillar that follows is set out in a consistent structure — the case for action, strategic objectives, key initiatives described in detail, a phased implementation roadmap across three horizons, a table of key performance indicators with 2030 milestones and 2035 targets, and an honest statement of dependencies and risks.

Throughout, the pillars draw on the physical innovation stack described in Part I — AI Factory, Cyber Range, Robotics and Drone Lab, XR and Omniverse digital twin facilities, three makerspaces, DERBI and AIC-DSU incubators, and the Siemens Smart Campus — and concentrate applied effort on the three priorities of AI in Healthcare, AI in Sustainability and AI in Agriculture.

PILLAR	FOCUS	PRIMARY CONTRIBUTION
1. AI First Education	Teaching & curriculum	Universal AI fluency across every discipline
2. Research with Global Impact	Research concentration	Five Grand Challenge Institutes at international scale
3. Innovation & Entrepreneurship	Translation & ventures	DERBI and AIC-DSU extended into a full venture pipeline
4. Cyber Leadership	National capability	National Cyber Academy and Centre of Excellence
5. Healthcare Transformation	Clinical integration	An AI-enabled Academic Health System
6. Industry 5.0 Partnerships	External co-investment	Co-funded labs, chairs and joint degrees
7. Global DSU	International standing	Global network, dual degrees and Top 100 Asia
8. Smart & Net Zero Campus	Operations as research	Siemens-delivered Net Zero campus by 2035
9. Human Excellence	People & capability	The faculty and leadership the plan requires
10. Society First	Public benefit	Measured societal contribution from every school

STRATEGIC PILLAR

01

PILLAR 1

AI First Education

Every graduate becomes AI-enabled irrespective of discipline.



The defining educational question of this decade is not whether universities should teach artificial intelligence, but where they should put it. The conventional answer — a department, a specialisation, an elective stream — produces graduates who understand AI as a subject. It does not produce graduates who can apply AI within the practice of medicine, law, architecture, agriculture or design, which is where nearly all of the economic and social value will be created.

DSU will take the harder path. AI fluency will be treated as a graduate attribute of the University, not as the property of one school. A medical graduate will leave understanding how diagnostic models fail and how to supervise them. A law graduate will understand evidentiary and liability questions raised by automated decision-making. An architecture graduate will work fluently with generative design tools. This requires redesigning curricula rather than appending modules, and it requires investing in faculty capability first — a teaching body that is itself uncertain about AI cannot deliver an AI-first curriculum.

The commitment is deliberately universal. Partial adoption would recreate exactly the two-tier outcome the pillar exists to prevent, in which technically-oriented students gain a decisive advantage and everyone else is left explaining a technology they cannot use.

STRATEGIC OBJECTIVES

- Embed AI literacy, data literacy and ethics into 100% of programmes by 2028
- Launch discipline-specific “X + AI” tracks across every school by 2030
- Introduce a mandatory university-wide AI Literacy Certification as a condition of graduation
- Build faculty capability through a dedicated AI pedagogy programme reaching all teaching staff
- Establish authentic, AI-enabled assessment models that test judgement rather than recall
- Guarantee every undergraduate at least one applied, industry-linked AI project before graduation

KEY INITIATIVES

Universal AI Core

A common credit-bearing spine taken by every student, covering AI literacy, data literacy, ethics and responsible use, cybersecurity hygiene, entrepreneurship and sustainability — contextualised to each student's discipline rather than taught generically.

Discipline-Specific AI Tracks

Co-designed by each school with the Institute of Artificial Intelligence, delivering deep applied capability in Medicine + AI, Law + AI, Architecture + AI, Commerce + AI, Agriculture + AI, Psychology + AI, Design + AI and Nursing + AI.

Faculty AI Capability Programme

A structured, time-protected development pathway ensuring every member of teaching staff can use, teach with and critically evaluate AI tools in their own field. Delivered through the Faculty AI Academy described under Pillar 9.

Applied Project Requirement

Every undergraduate completes at least one substantive applied project using AI on a real problem drawn from industry, clinical practice or community partners, supervised jointly by academic and practitioner mentors.

AI Literacy Certification

A university-wide, externally benchmarked certification demonstrating verified capability, awarded alongside the degree and recognised by DSU's industry partners.

Assessment Redesign

A systematic move toward assessment formats that remain meaningful when generative tools are freely available — oral defence, applied projects, supervised practical work and reasoning-based examination.

Makerspace-Based Learning

Structured use of the AI, Electronics and Mechanical Makerspaces as teaching environments, so that students across disciplines build, test and iterate physical artefacts rather than only modelling them.

Immersive & Simulation Learning

Use of the AR, VR and XR laboratories and the Omniverse digital twin zone for clinical simulation, engineering design, architectural walkthrough and safety-critical training that would be impossible or unsafe in reality.

Robotics & Drone Curriculum Access

Structured teaching access to the humanoid, quadruped and drone platforms for students beyond engineering — including health sciences, design and agriculture — so that embodied AI is taught through direct use.

DISCIPLINE COMBINATIONS

Medicine + AI · Law + AI · Architecture + AI · Commerce + AI · Agriculture + AI · Psychology + AI · Design + AI · Nursing + AI

EMBEDDED IN EVERY PROGRAMME

AI Literacy · Data Literacy · Ethics · Cybersecurity · Entrepreneurship · Sustainability

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Redesign core curricula, deliver faculty AI training at scale, and pilot discipline-specific AI tracks in five schools.	Extend AI-integrated curricula university-wide, launch the AI Literacy Certification, and embed the applied project requirement.	Establish DSU's AI-first curriculum model as a recognised national benchmark exported to partner institutions.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Programmes with embedded AI curriculum	100%	**100% with discipline-specific depth**
Faculty completing AI capability programme	80%	**100%**
Graduates holding AI Literacy Certification	All new cohorts	**100% of graduating students**
Graduate employability	90%	**95%**
Students completing an applied AI project	75%	**100%**
National standing	Top 20 private university	**Top 10 private university in India**

DEPENDENCIES & RISKS

- Depends on Pillar 9 delivering faculty capability at the required pace — curriculum reform cannot outrun teaching capacity
- Requires AI Factory compute capacity to be accessible to non-technical schools, not reserved for engineering
- Risk of superficial compliance: schools adding an AI module rather than genuinely redesigning; mitigated by external curriculum review
- Requires regulatory alignment with statutory and professional accreditation bodies across medicine, law, pharmacy and architecture

OUTCOME

Every DSU graduate is an AI-native professional.

STRATEGIC PILLAR

02

PILLAR 2

Research with Global Impact

Create interdisciplinary Grand Challenge Institutes.



Research organised around departments produces incremental work. It optimises for individual publication rather than for problems large enough to attract sustained international funding and attention. The most consequential questions DSU is positioned to address — how to make diagnostic AI trustworthy at scale, how to defend national infrastructure against machine-speed attack, how to make precision medicine affordable, how to decarbonise an Indian city — do not respect departmental boundaries.

The University will therefore concentrate its research capability into five Grand Challenge Institutes, each with a director, a dedicated budget, industry co-investment, its own recruitment authority and a clear mandate. Faculty will hold appointments in both a school and an institute, so that disciplinary depth and interdisciplinary problem-solving reinforce rather than compete with one another.

This concentration is the mechanism by which DSU's infrastructure advantage becomes a research advantage. An AI Factory and a Cyber Range generate world-class output only when a critical mass of researchers is organised around using them on problems that matter.

STRATEGIC OBJECTIVES

- Establish five Grand Challenge Institutes with dedicated directors, budgets and industry co-investment by 2028
- Concentrate applied effort on AI in Healthcare, AI in Sustainability and AI in Agriculture, secured by cyber capability
- Grow annual sponsored research funding to ₹1,000+ crore by 2035
- Reach 5,000 Scopus-indexed publications annually with an institution-wide H-index above 300
- Establish joint research centres with NVIDIA, Siemens and leading global universities

- Build a research-intensive faculty base with protected time and internationally competitive recruitment
- Create shared research infrastructure and data platforms accessible across all schools

KEY INITIATIVES

Institute of Artificial Intelligence

Anchored on the NVIDIA AI Factory, the Robotics and Drone Lab and the XR and Omniverse digital twin facilities, working on foundation models, agentic AI, embodied AI and humanoid robotics, human–machine interaction, autonomy, digital twins and responsible AI. Acts as the University's internal AI capability provider, partnering with every other institute and school.

Institute of Agricultural Intelligence

DSU's third applied AI priority given dedicated research capability: crop and yield modelling, drone-based sensing and spraying, autonomous field robotics, soil and water analytics, livestock health and market intelligence — conducted with rural and agritech partners rather than only on campus.

Institute of Cyber Defence

Built around the Cyber Range and SOC, addressing national security, critical infrastructure protection, autonomous security operations, quantum-safe cryptography and the security of AI systems themselves.

Institute of Future Healthcare

Integrating medicine, dentistry, pharmacy, nursing, engineering and AI to work on precision medicine, digital health, medical robotics, genomics, AI diagnostics and longevity — with direct clinical access through the Academic Health System.

Institute for Sustainable Technologies

Developed with Siemens, addressing smart cities, energy systems, mobility, climate adaptation, water and the circular economy, using the DSU campus itself as a primary experimental platform.

Dual Appointment Model

Faculty hold joint school–institute appointments with protected research time, ensuring interdisciplinary work is structurally rewarded rather than treated as a distraction from departmental duties.

Research Support Office

Professional grant development, industry contracting, IP management, ethics and compliance capability — removing administrative friction that currently suppresses external funding applications.

Shared Data & Compute Platform

Governed access to compute, curated datasets and secure clinical data environments, enabling researchers across schools to work at scale without rebuilding infrastructure.

Platform-Linked Research Programmes

Research agendas connected directly to the four deep technology platforms in Part IV — quantum algorithms and quantum-safe cryptography, drug discovery and translational medicine, AI-driven semiconductor design, and autonomy and electric powertrain research.

INSTITUTE OF ARTIFICIAL INTELLIGENCE

Foundation Models · Agentic AI · Humanoid & Embodied AI · Human–Machine Interaction · Autonomy & Drones · Digital Twins · XR & Simulation · Responsible AI

INSTITUTE OF CYBER DEFENCE

National Security | Critical Infrastructure | Autonomous SOC | Quantum-Safe Security | AI Security

INSTITUTE OF FUTURE HEALTHCARE

Precision Medicine | Digital Health | Medical Robotics | Genomics | AI Diagnostics | Longevity

INSTITUTE FOR SUSTAINABLE TECHNOLOGIES

Smart Cities | Energy | Mobility | Climate | Water | Circular Economy

INSTITUTE OF AGRICULTURAL INTELLIGENCE

Crop & Yield Modelling | Drone Sensing & Spraying | Field Robotics | Soil & Water Analytics | Livestock Health | Market Intelligence



IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Appoint institute directors, secure anchor industry funding, recruit research faculty and stand up the Research Support Office.	Scale sponsored research and publication output; launch joint research centres with global partners.	Achieve international citation leadership and demonstrable Grand Challenge outcomes across all five institutes.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Annual sponsored research funding	₹400 crore	**₹1,000+ crore**

INDICATOR	2030 MILESTONE	2035 TARGET
Scopus-indexed publications annually	2,000	5,000
Cumulative citations	40,000	100,000
Institution-wide H-index	150	Above 300
Grand Challenge Institutes fully operational	5	5, internationally recognised
Joint research centres with global partners	5	15

DEPENDENCIES & RISKS

- Requires internationally competitive recruitment packages to attract senior research leadership
- Depends on sustained industry co-investment; over-reliance on a single partner is a concentration risk
- Risk that dual appointments create workload conflict without genuine protected time
- Requires research ethics, clinical governance and data protection capability to mature in parallel

STRATEGIC PILLAR

03

PILLAR 3

Innovation & Entrepreneurship

Create India's strongest university innovation ecosystem.



University incubators typically produce a healthy volume of early-stage companies and very few that reach scale. The reason is structural: incubation supports the first eighteen months of a venture's life and then hands it to a market that is not organised to fund deep technology emerging from academia. Founders lack follow-on capital, experienced operating support, and a route to commercialise institutional intellectual property.

DSU begins this work from an advantageous position: it already operates two incubators, DERBI and AIC-DSU, giving it working infrastructure, deal flow and operating experience rather than a standing start. The task is therefore not to create incubation capability but to extend it — upward into venture building and patient capital, and outward into the sectors where DSU's assets give founders something they cannot buy elsewhere.

That means venture-building capability that starts companies deliberately around institutional research strengths, a DeepTech Fund providing patient capital, sector accelerators in health, agriculture, sustainability and cyber where the University holds unusual advantage, a Faculty Startup Programme with clear IP and equity terms, and a Student Venture Capital Fund that gives students genuine investment experience. The three makerspaces materially shorten the hardware build cycle, which is precisely where deep-technology ventures most often stall.

The ambition is significant, and it is achievable precisely because DSU is located inside India's densest concentration of technology talent, corporate partners and venture capital. Proximity converts to advantage only if the University builds the connective institutional machinery to use it.

STRATEGIC OBJECTIVES

- Build an end-to-end venture pipeline from Innovation Studios through to a Student Venture Capital Fund
- Launch a dedicated DeepTech Fund and sector accelerators in health technology and cybersecurity
- Create a Faculty Startup Programme with transparent IP, equity and leave-of-absence policies
- Establish structured mentorship, operating support and follow-on funding pathways
- Grow the University's patent portfolio and licensing revenue significantly
- Embed entrepreneurship education across all schools, not solely within management

KEY INITIATIVES

DERBI & AIC-DSU as the Delivery Base

The University's two existing incubators are positioned as the operating core of the expanded ecosystem — DERBI and AIC-DSU providing established incubation, mentoring and government-linked programme capability into which the new venture-building, accelerator and fund layers connect.

Makerspace-Enabled Hardware Ventures

Structured venture access to the AI, Electronics and Mechanical Makerspaces, compressing the prototype-to-product cycle for deep-technology and device companies that would otherwise depend on external fabrication.

Innovation Studios

Discipline-embedded studios where students and faculty work on real problems sourced from industry, clinical and community partners — the top of the venture funnel and the primary route by which ideas enter the pipeline.

AI Venture Builder

A deliberate company-creation vehicle that identifies commercial opportunities arising from DSU research, assembles founding teams from students, faculty and external operators, and provides shared services during the earliest stage.

HealthTech Accelerator

A sector accelerator leveraging the Academic Health System to give health ventures something they cannot easily buy: clinical validation, access to practitioners, and a route to real-world deployment.

Cyber Startup Programme

An accelerator using the Cyber Range as a testing and validation environment for security products, supported by the Institute of Cyber Defence and industry partners.

DeepTech Fund

Patient institutional capital for research-derived ventures with long development timelines, structured to co-invest alongside external venture capital rather than compete with it.

Faculty Startup Programme

Clear, standardised policy on IP ownership, equity splits, permitted time commitment and leave of absence, removing the ambiguity that currently deters academic founders.

Student Venture Capital Fund

A student-managed fund operating under professional oversight, providing genuine investment experience while supplying early capital to campus ventures.

Technology Transfer Office

Professional IP assessment, patent prosecution and licensing capability, ensuring institutional research is protected and commercialised systematically.

Platform-Derived Ventures

A dedicated route for commercialising output from the four deep technology platforms — therapeutics and out-licensing from drug discovery, domain-specific chips from the semiconductor laboratory, autonomy and EV subsystems from the mobility programme, and quantum software tooling.

EXISTING FOUNDATION

DERBI Incubator · AIC-DSU Incubator · AI Makerspace · Electronics Makerspace · Mechanical Makerspace · Robotics & Drone Lab

THE EXPANDED VENTURE PIPELINE

Innovation Studios · AI Venture Builder · Cyber Startups · HealthTech Accelerator · AgriTech Accelerator · DeepTech Fund · Faculty Startup Programme · Student Venture Capital Fund



IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Integrate DERBI and AIC-DSU into a single pipeline; launch Innovation Studios and the Faculty Startup Programme; seed the DeepTech Fund.	Scale the AI Venture Builder and sector accelerators; activate the Student VC Fund and build follow-on funding partnerships.	Graduate unicorn-scale companies and global technology firms from the DSU ecosystem.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Startups incubated (cumulative)	350	1,000
Global patents filed annually	40	100
Technology spin-offs per year	10	25
Unicorn-scale companies from the ecosystem	20	100
Global technology firms originated	10	50
DeepTech Fund capital deployed	Fund operational at scale	Sustained follow-on co-investment

DEPENDENCIES & RISKS

- Requires capital commitment from the governing trust and external limited partners for the DeepTech Fund
- Depends on Pillar 2 generating a sufficient flow of commercialisable research
- Risk of prioritising startup volume over venture quality; mitigated by outcome-weighted reporting
- Requires clear conflict-of-interest governance where faculty hold equity in University-linked ventures

OUTCOME

1,000 startups, 100 unicorn-scale companies and 50 global technology firms by 2035.

STRATEGIC PILLAR

04

PILLAR 4

Cyber Leadership

This becomes DSU's signature national contribution.



Of all DSU's assets, the Cyber Range and Security Operations Centre are the hardest for a competitor to replicate. Building a high-fidelity range is expensive, operating one credibly requires scarce expertise, and earning the trust of government and critical-infrastructure operators takes years. DSU has this position already. The strategic task is to convert a technical facility into a national institution.

The gap being addressed is real and quantified in every serious assessment of national cyber readiness: demand for skilled defenders substantially exceeds supply, and the shortfall is widening as attack tooling becomes automated and as quantum computing threatens current cryptographic foundations. Short vendor courses train tool operators. Universities are better placed to train practitioners who understand systems, adversaries and the underlying mathematics.

The DSU National Cyber Academy will therefore operate at population scale and across the full range of learners — from school students receiving foundational cyber awareness through to government and military professionals working on critical national infrastructure. Stackable micro-credentials allow learners to accumulate recognised capability over a career rather than in a single burst.

STRATEGIC OBJECTIVES

- Launch the DSU National Cyber Academy, modelled on IBM SkillsBuild, Microsoft Learn and Google Cloud Skills
- Build stackable micro-credentials spanning cyber defence, AI security, digital forensics and threat intelligence
- Deliver training pathways from school students through to government, military and international professionals
- Establish the Cyber Range as the largest academic facility of its kind in Asia

- Achieve recognition as a National Centre of Excellence in Cyber Defence
- Build an autonomous SOC research capability that also protects the University's own infrastructure

KEY INITIATIVES

DSU National Cyber Academy

A structured national training institution with defined learning pathways, industry-recognised credentials and delivery capacity measured in tens of thousands of learners per year rather than hundreds.

Stackable Micro-Credentials

Modular, individually valuable credentials that accumulate toward advanced qualifications, allowing working professionals to build capability continuously without leaving employment.

Cyber Range Expansion

Sustained investment in range fidelity, scenario library and capacity so that it remains the leading academic environment of its kind in Asia across the full plan period.

Government & Defence Partnerships

Formal training and research relationships with national agencies, defence establishments and critical infrastructure operators, establishing DSU as a trusted national provider.

School Outreach Programme

Foundational cyber awareness and talent identification delivered into schools, widening the national pipeline and creating an early route into DSU's own degree programmes.

Autonomous SOC Research

Research into machine-speed detection and response, conducted in the live SOC environment, producing both publishable work and improved protection for the University's own systems.

Quantum-Safe Readiness Programme

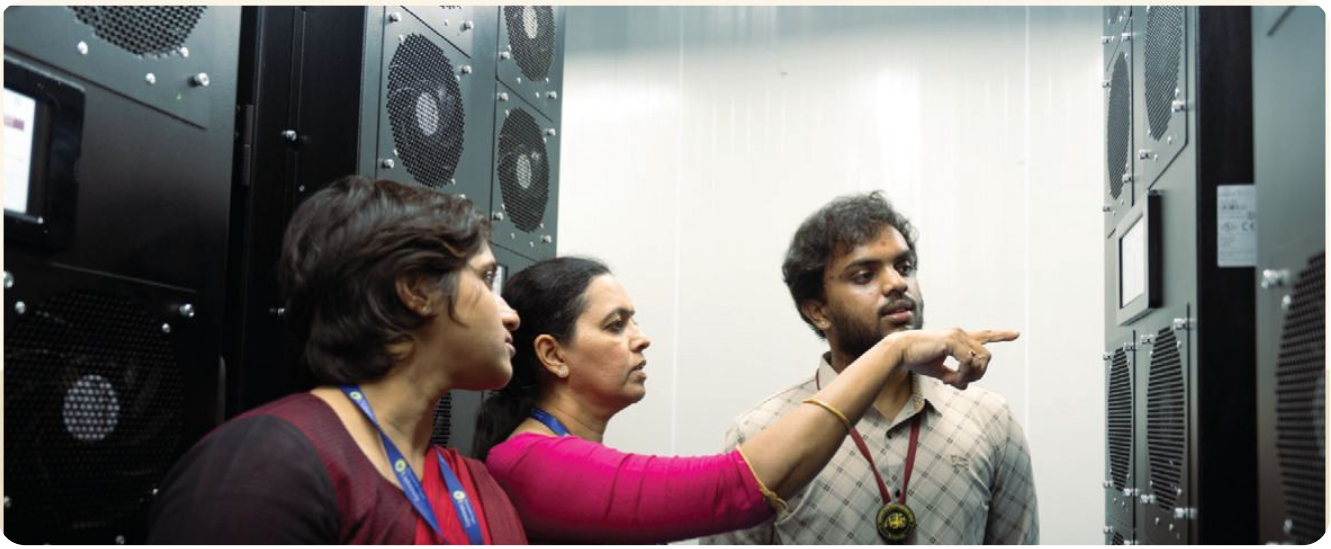
Research and training on post-quantum cryptographic migration, positioning DSU ahead of a transition that every major institution will eventually be forced to make.

ACADEMY FOCUS AREAS

Cyber Defence · AI Security · Digital Forensics · Threat Intelligence · National Critical Infrastructure · Quantum-Safe Security

LEARNER POPULATIONS

School Students · College Students · Government · Military · Industry · International Professionals



IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Launch the Academy curriculum and first micro-credentials; onboard government, defence and industry partners.	Scale delivery toward 100,000 professionals; expand international programme delivery and school outreach.	Establish DSU as the recognised National Centre of Excellence in Cyber Defence.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Cybersecurity professionals trained (cumulative)	35,000	**100,000**
Cyber Range scale and fidelity	Largest in India	**Largest academic range in Asia**
National Centre of Excellence status	Formal recognition secured	**Established national institution**
Government & defence partnerships	10	**25**
School students reached through outreach	50,000	**250,000**
Micro-credentials in active delivery	25	**60**

DEPENDENCIES & RISKS

- Requires sustained capital investment to keep range fidelity current against evolving threats
- Depends on retaining scarce cyber expertise against aggressive industry compensation
- Requires security clearance and trust frameworks for government and defence work
- Risk that training volume targets compromise depth; mitigated by external credential benchmarking

STRATEGIC PILLAR

05

PILLAR 5

Healthcare Transformation

Create an Academic Health System.



DSU holds medicine, dentistry, pharmacy, nursing, allied sciences, engineering and an AI Factory within a single institution. In most universities these would be separated by governance, culture and physical distance. The opportunity here is to fuse them into a genuine Academic Health System — an organisation in which clinical care, education, research and technology development operate as one integrated cycle rather than four parallel activities.

The value of that integration is practical. A clinical problem observed on a ward becomes a research question, which becomes an engineering project with access to institutional compute, which becomes a validated device or algorithm, which returns to the ward as improved practice — and the students moving through that cycle learn from it at every stage. This loop is what distinguishes an academic health system from a teaching hospital that happens to sit near an engineering school.

Executed well, this becomes South Asia's largest AI-enabled healthcare innovation ecosystem, and the anchor for DSU's most visible contribution to public benefit: better care, delivered more affordably, to populations that currently receive less of it.

STRATEGIC OBJECTIVES

- Integrate hospital, medical college, engineering and the AI Factory into a single Academic Health System
- Build a fully AI-enabled teaching hospital with mature digital health and telemedicine capability
- Establish international clinical research and clinical trial partnerships
- Create a Global Centre for Digital Health and Precision Medicine
- Build medical device design, prototyping and regulatory capability on campus

- Provide the clinical trials capability underpinning the Drug Discovery platform in Part IV
- Extend affordable care and diagnostics to underserved populations through digital delivery

KEY INITIATIVES

Academic Health System Integration

Unified governance, shared strategy and joint appointments across hospital, medical college, engineering and AI Factory — converting adjacency into genuine integration with a single leadership structure.

AI-Enabled Teaching Hospital

Systematic deployment of clinical decision support, AI diagnostics, workflow automation and predictive capacity management, with rigorous evaluation of clinical outcome and safety at every stage.

Global Centre for Digital Health & Precision Medicine

A flagship centre combining genomics, digital phenotyping, precision therapeutics and population health analytics, built to attract international collaboration and funding.

Telemedicine & Rural Reach Network

Digital delivery of specialist consultation and diagnostics to rural and underserved communities, providing both public benefit and a large-scale research platform.

Clinical Trials Unit

Professional trial management capability meeting international standards, enabling DSU to host industry and academic trials and to translate its own research into clinical evidence.

Medical Device Innovation Lab

Joint clinical–engineering design, prototyping and regulatory pathway support, feeding directly into the HealthTech Accelerator described under Pillar 3.

Clinical Data Platform

A secure, ethically governed environment for clinical data enabling AI research at scale with full consent, privacy and audit control.

Drug Discovery & Clinical Trials Integration

The Academic Health System provides the clinical end of the drug discovery chain described in Part IV — the Clinical Trials Unit at the Medical College Hospital, investigator capability, ethics infrastructure and patient pathways that turn a discovery programme into human evidence.

INTEGRATING

Hospital · Medical College · Engineering · AI Factory · Digital Health · Research

FOCUS AREAS

Telemedicine · Clinical Trials · Medical Devices · Precision Medicine · AI Diagnostics · Population Health

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Integrate clinical and academic governance; launch telemedicine, clinical data platform and digital health pilots.	Scale clinical trials and medical device research; expand international clinical partnerships and precision medicine capability.	Operate South Asia's largest AI-enabled healthcare innovation ecosystem.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
AI-enabled teaching hospital	Core clinical systems deployed	**Fully AI-enabled**
Global Centre for Digital Health	Established and operational	**Internationally recognised**
International clinical research partnerships	10	**30**
Clinical trials hosted annually	25	**75**
Patients reached via telemedicine network	250,000	**1 million+**
Medical devices progressed to validation	10	**40**

DEPENDENCIES & RISKS

- Requires clinical governance, ethics approval and regulatory compliance capability to mature ahead of deployment
- Depends on clinician engagement; AI deployment without clinical ownership will fail regardless of technical quality
- Requires robust patient data protection and consent frameworks as a precondition, not a follow-up
- Risk of technology deployment outpacing evidence of clinical benefit; mitigated by mandatory outcome evaluation

OUTCOME

South Asia's largest AI-enabled healthcare innovation ecosystem.

STRATEGIC PILLAR

06

PILLAR 6

Industry 5.0 Partnerships

From placement pipelines to co-invested research partnerships.



DSU already holds relationships with an impressive list of global technology firms. In most universities, relationships of this kind are managed by the placement office and measured in recruitment numbers. That is a substantial under-use of the asset. The same partners are willing — and in many cases actively seeking — to co-fund research laboratories, endow faculty chairs, co-design degree programmes and embed corporate academies inside universities that can offer serious infrastructure and talent.

Industry 5.0 describes the shift from automation toward human–machine collaboration, personalisation, resilience and sustainability in industrial systems. It is a research agenda as much as an industrial one, and it maps directly onto DSU's Grand Challenge Institutes. The University's approach will therefore be to convert each major relationship from a transactional recruitment channel into a structured, co-invested, multi-year research and education partnership with named academic and corporate sponsors on both sides.

The measure of success is not the number of memoranda signed. It is the value of co-invested research, the number of jointly supervised students, and the volume of technology moving in both directions.

STRATEGIC OBJECTIVES

- Convert relationships with major technology partners into co-funded research laboratories
- Launch joint degrees and industry-endowed faculty chairs with priority partners
- Establish corporate academies embedded within relevant schools
- Set and meet annual targets for industry co-investment in research infrastructure
- Create structured industry residencies for faculty and internships for students at scale

Establish a partnership governance model with named sponsors and annual review

KEY INITIATIVES

Co-Funded Research Laboratories

Multi-year, jointly resourced laboratories aligned to Grand Challenge Institute agendas, with shared IP frameworks agreed at the outset rather than negotiated after discovery.

Digital & Virtual Twin Partnership Programme

Deepening the NVIDIA Omniverse digital twin capability and pursuing collaboration with Dassault Systèmes on virtual twins, giving DSU industrial-grade modelling capability spanning product, process, building and city scale.

Siemens Smart Campus Programme

The contracted Smart Campus and Net Zero 2035 partnership treated as a research and teaching asset as well as an infrastructure project, with joint publication and student project commitments built into delivery.

Endowed Faculty Chairs

Industry-funded senior academic positions that both strengthen research leadership and deepen the partner relationship beyond any individual project.

Joint Degree Programmes

Curricula co-designed with industry partners, delivering credentials that carry recognised value in the labour market and give partners early access to talent.

Corporate Academies

Partner-operated training capability embedded within DSU schools, giving students access to industry-standard tooling and certification alongside their degree.

Innovation Centres

Shared physical and virtual spaces where partner engineers and DSU researchers work on live problems, shortening the distance between research and deployment.

Faculty Industry Residencies

Structured placements enabling academic staff to spend time embedded with partners, refreshing practice-relevance and seeding new research questions.

Partnership Governance Framework

A single institutional model for how partnerships are structured, sponsored, reviewed annually and escalated — replacing ad hoc, relationship-dependent arrangements.

STRATEGIC PARTNERS

NVIDIA · Siemens · Dassault Systèmes · Axiom · Unitree · IBM · Microsoft · AWS · Google · Cisco · SAP · Bosch · Intel

COLLABORATION BEYOND PLACEMENTS

Research Labs · Innovation Centres · Joint Degrees · Faculty Chairs · Corporate Academies · Faculty Residencies

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Formalise partnership governance, agree IP frameworks and launch the first co-funded research laboratories.	Launch joint degrees, endowed chairs and corporate academies across priority partners.	Operate deep co-invested partnerships as the standard model across every major industry relationship.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Co-funded research laboratories	6	**15**
Industry-endowed faculty chairs	5	**15**
Joint degree programmes in delivery	4	**12**
Corporate academies embedded on campus	4	**10**
Annual industry co-investment	Substantial and growing	**A principal research funding source**
Faculty completing industry residencies	50	**200**

DEPENDENCIES & RISKS

- Requires IP and commercialisation policy that partners find workable without ceding institutional research freedom
- Depends on partner strategic priorities remaining stable across multi-year commitments
- Risk of over-concentration with a small number of partners; mitigated by portfolio breadth targets
- Requires academic safeguards ensuring corporate involvement does not distort curriculum independence

STRATEGIC PILLAR

07

PILLAR 7

Global DSU

Build a globally networked university.



A top-100 position in Asia cannot be reached through domestic reputation alone. International standing is built through research collaboration, faculty and student mobility, dual credentials and physical presence — each of which takes years to establish and compounds slowly. Starting early is therefore itself a strategic decision.

DSU's international strategy will be selective rather than opportunistic. Rather than accumulating a large number of shallow memoranda, the University will build a smaller set of deep relationships with institutions that complement its four focus domains, and will pursue joint research centres, dual degrees and genuine faculty exchange with them. Breadth of partnership will follow depth, not precede it.

International presence also serves a domestic purpose. Students who study alongside international peers, faculty who have held positions abroad, and research assessed by international collaborators all raise the internal standard of the institution. Global engagement is a quality mechanism, not only a reputational one.

STRATEGIC OBJECTIVES

- Establish DSU's first international campus or study centre
- Launch dual-degree programmes with selected partner universities
- Recruit international faculty and grow inbound and outbound student mobility substantially
- Build global research centres co-located with partner institutions
- Attract students from 100 countries and build 200 global university partnerships
- Achieve a position in the Top 500 QS World University Rankings and the Top 100 in Asia

KEY INITIATIVES

Strategic Partner Universities

A selective set of deep institutional relationships aligned to AI, cyber, health and sustainability, each with joint research, mobility and credential components rather than a signed memorandum alone.

Dual & Joint Degree Programmes

Credentials awarded with international partners, giving students global recognition and giving DSU curriculum exposure to international academic standards.

International Campus or Study Centre

A physical presence abroad enabling delivery, recruitment and research collaboration in a priority region, established once partnership foundations are proven.

Global Research Centres

Co-located research capability with partner institutions, allowing joint supervision, shared infrastructure and co-authored output at scale.

International Faculty Recruitment

Targeted recruitment of international academic staff, supported by competitive packages and clear research infrastructure commitments.

Student Mobility Programme

Structured inbound and outbound mobility including semester exchange, research placements and short-form global immersion, with the goal that international experience becomes normal rather than exceptional.

International Student Services

The support infrastructure — admissions, visa, accommodation, pastoral and cultural — required for students from 100 countries to succeed at DSU rather than merely enrol.

BUILDING BLOCKS

International Campuses · Dual Degrees · Global Research Centres · International Faculty · Student Mobility · Global Alumni Network

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Sign deep dual-degree and mobility agreements with anchor partner universities; build international student services.	Open DSU's first international campus or centre; scale faculty recruitment and student mobility.	Achieve Top 100 Asia ranking supported by an established global campus and research network.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Global university partnerships	80	200

INDICATOR	2030 MILESTONE	2035 TARGET
Countries represented in the student body	50	**100**
Students with international experience	25%	**50%**
QS World University Ranking	Top 800	**Top 500**
Asia ranking	Top 200	**Top 100**
International campus or study centre	Site established	**Fully operational**

DEPENDENCIES & RISKS

- Requires significant capital and regulatory clearance for any international campus
- Depends on visa, mobility and geopolitical conditions outside institutional control
- Risk of partnership breadth without depth; mitigated by requiring research and mobility components in every agreement
- Requires English-medium delivery quality and student support to meet international expectations

OUTCOME

Ranked among the Top 100 universities in Asia.

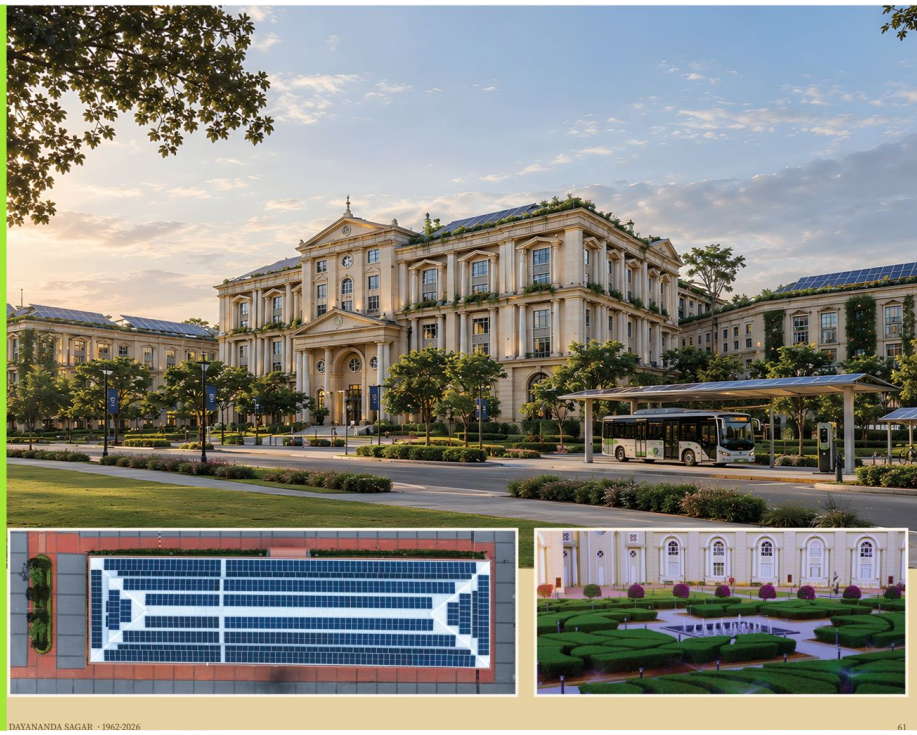
STRATEGIC PILLAR

08

PILLAR 8

Smart & Net Zero Campus

A Siemens-delivered Net Zero campus operating as a Living Laboratory.



This pillar rests on a firm commitment rather than an aspiration. Siemens is contracted to deliver DSU's Smart Campus and to achieve a Net Zero campus by 2035. That contractual position is unusual and strategically valuable: it converts sustainability from an internal target that can quietly slip into a delivered programme with an external partner accountable for outcomes.

It also creates a research asset. A campus is a self-contained settlement with energy, water, waste, mobility, buildings and thousands of occupants — an ideal experimental platform for exactly the work the Institute for Sustainable Technologies intends to conduct, and the natural testbed for DSU's second applied AI priority. The Smart Campus instrumentation generates the operational data; the Omniverse digital twin zone provides the simulation layer; the AI Factory provides the analytical capability.

DSU will therefore treat its campus as a live research instrument as well as an estate. Digital twins of buildings and infrastructure, AI-driven energy management, smart water systems, circular waste flows and low-carbon mobility will be deployed both to meet the Net Zero commitment and to generate research, teaching material and commercial products. Students will study systems they inhabit, using real data rather than synthetic case studies.

This approach also creates a commercial pathway. Solutions validated at campus scale, with measured outcomes, are directly relevant to municipalities and industrial partners facing the same problems — connecting this pillar to the Sustainable Smart Cities flagship mission.

STRATEGIC OBJECTIVES

- Deliver a Net Zero campus by 2035 through the contracted Siemens Smart Campus programme
- Deploy digital twins and AI-driven energy management across the campus estate
- Implement smart mobility, smart water and waste circularity systems
- Certify new and existing buildings to recognised green building standards
- Make campus operational data available as a research and teaching resource
- Translate validated campus solutions into municipal and industrial deployments

KEY INITIATIVES

Siemens Smart Campus & Net Zero 2035

The contracted delivery programme covering campus instrumentation, building systems, energy management and the pathway to net zero operations by 2035 — with progress independently verified and reported annually.

Campus Digital Twin

A full digital model of buildings, energy, water and mobility infrastructure built on the NVIDIA Omniverse digital twin zone, providing the simulation and optimisation substrate for both operations and research.

AI Energy Management System

Predictive, automated optimisation of energy generation, storage and consumption across the estate, with measured and independently verified savings.

Net Zero Pathway & Verification

A staged, audited pathway to net zero covering direct emissions, purchased energy and the most material indirect sources, delivered under the Siemens contract with transparent annual reporting and independent verification.

Smart Water & Circularity Systems

Integrated water monitoring, recycling and demand management alongside waste segregation, recovery and circular material flows across campus operations.

Green Buildings Programme

Certification of new construction and retrofit of existing buildings to recognised environmental standards, treating the estate itself as a long-term sustainability investment.

Smart Mobility Systems

Low-carbon campus transport, electric vehicle infrastructure and data-driven mobility planning, tested at campus scale before external deployment.

Autonomous Campus Mobility

The campus serves as the deployment environment for the Electric and Autonomous Mobility platform in Part IV — a Level 3 ADAS passenger pod and autonomous delivery pods operating as real services, with the estate providing instrumentation, mapping and charging infrastructure.

Living Laboratory Data Platform

Governed access to campus operational data for students and researchers, turning routine estate management into a continuous research and teaching resource.

LIVING LABORATORY SYSTEMS

Siemens Smart Campus | Omniverse Digital Twin | AI Energy Management | Net Zero by 2035 | Smart Mobility | Smart Water | Waste Circularity | Green Buildings

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Deploy Siemens Smart Campus instrumentation, Omniverse digital twin and AI energy management; baseline and publish emissions.	Scale net zero delivery, smart water, mobility and circularity systems estate-wide with verified reductions.	Achieve Net Zero campus by 2035 and operate the estate as a sustainability research platform with externally deployed solutions.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Net Zero campus (Siemens contracted)	Major verified reduction on baseline	**Net Zero achieved by 2035**
Campus digital twin coverage	Core estate modelled in Omniverse	**Fully operational estate-wide**
Green-certified buildings	50% of estate	**University-wide certification**
Water recycled and reused	Substantial share of demand	**Majority of non-potable demand**
Research projects using campus data	40	**150**
Solutions deployed with external partners	5	**20**

DEPENDENCIES & RISKS

- Requires capital investment in estate infrastructure with returns realised over long horizons
- Depends on Pillar 2 sustainability research capability to convert operations into publishable output
- Risk of sustainability claims outpacing verified measurement; mitigated by independent audit
- Requires estates, IT and academic functions to operate under shared governance

OUTCOME

A Net Zero campus by 2035 that is simultaneously a sustainability research platform.

STRATEGIC PILLAR

09

PILLAR 9

Human Excellence

Invest in people as the foundation of institutional excellence.



Every other pillar in this plan depends on this one. Curriculum reform requires faculty who can teach differently. Grand Challenge Institutes require research leaders capable of building teams and winning international funding. An academic health system requires clinicians willing to work with engineers. None of this arrives by appointment letter; it has to be developed deliberately and continuously.

DSU will therefore treat people development as core institutional infrastructure rather than as a support function. That means a Faculty AI Academy giving every academic the capability the curriculum now demands, a Leadership Academy building the next generation of heads, deans and directors from within, structured executive education, and access to global sabbaticals and international fellowships that keep faculty connected to the frontier of their fields.

It also means changing what the institution rewards. Where performance is assessed on teaching load alone, interdisciplinary research and translation will always lose. DSU will explicitly link performance, promotion and reward to four dimensions — teaching, research, innovation and societal impact — so that the behaviour the strategy requires is the behaviour the institution recognises.

STRATEGIC OBJECTIVES

- Launch a Leadership Academy and Faculty AI Academy for continuous capability building
- Provide structured executive education, global sabbaticals and international fellowships
- Link performance, promotion and reward explicitly to teaching, research, innovation and societal impact
- Build succession pipelines for every senior institutional leadership role
- Establish internationally competitive recruitment and retention for priority disciplines
- Improve staff wellbeing, workload balance and inclusion measurably across the plan period

KEY INITIATIVES

Faculty AI Academy

The capability engine for Pillar 1: structured, time-protected development ensuring every academic can teach, use and critically evaluate AI within their own discipline.

Leadership Academy

Systematic development of academic and professional leaders — heads of department, institute directors, deans — building institutional capability rather than recruiting it reactively.

Four-Dimension Performance Framework

Assessment, promotion and reward explicitly weighted across teaching, research, innovation and societal impact, replacing single-axis evaluation.

Global Sabbaticals & Fellowships

Structured access to international research placements and fellowships, keeping faculty connected to global standards and seeding partnership relationships.

Executive Education Programme

Advanced professional development for senior staff and for external executive audiences, generating both institutional capability and revenue.

Succession & Talent Pipeline

Identified successors and development plans for every senior role, reducing the disruption that leadership transitions otherwise impose on long-horizon strategy.

Recruitment & Retention Strategy

Competitive packages, research infrastructure commitments and dual-career support designed specifically to compete with industry for AI, cyber and clinical talent.

Wellbeing & Inclusion Programme

Workload governance, mental health support and measurable inclusion targets — recognising that a plan this demanding will fail if it exhausts the people delivering it.

DEVELOPMENT INFRASTRUCTURE

Leadership Academy · Faculty AI Academy · Executive Education · Global Sabbaticals · International Fellowships · Succession Pipelines

PERFORMANCE ASSESSED ACROSS

Teaching · Research · Innovation · Societal Impact



IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Launch the Faculty AI Academy and Leadership Academy; introduce the four-dimension performance framework.	Scale global sabbaticals, fellowships and executive education; embed succession planning institution-wide.	Operate a self-sustaining leadership and capability pipeline recognised as a sector benchmark.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Faculty completing AI Academy programme	80%	**100%**
Senior roles with identified successors	70%	**100%**
Faculty undertaking global sabbaticals annually	60	**150**
Four-dimension reviews implemented	All academic staff	**Fully embedded with reward linkage**
Retention of priority-discipline faculty	Materially improved	**Competitive with sector leaders**
Staff engagement and wellbeing measures	Baselined and improving	**Upper quartile for the sector**

DEPENDENCIES & RISKS

- Requires protected time; capability programmes fail if delivered on top of unchanged workloads
- Depends on financial capacity to fund competitive packages for scarce AI, cyber and clinical talent
- Risk of performance framework becoming administrative burden rather than genuine development
- Requires cultural buy-in from established faculty; imposed change without engagement will be resisted

STRATEGIC PILLAR

10

PILLAR 10

Society First

Every school contributes to solving societal challenges.



The technical ambition of this plan is only meaningful if its benefits reach beyond the campus perimeter. A university that builds world-class AI capability while the community around it sees no change has succeeded narrowly and failed broadly. This pillar exists to prevent that outcome by making societal contribution a standing expectation of every school rather than the responsibility of a community outreach office.

The focus areas follow directly from DSU's capabilities. Affordable healthcare and telemedicine follow from the Academic Health System. Rural AI and agritech follow from the Institute of Artificial Intelligence. Cyber awareness follows from the National Cyber Academy. Women's entrepreneurship follows from the innovation ecosystem. Digital governance follows from the combination of law, management and technology. In each case the University is applying capability it is building anyway, which is what makes the commitment sustainable rather than charitable.

Crucially, societal impact will be measured and reported alongside academic and research metrics. What is not measured is not managed, and community engagement is the area of university activity most likely to be described enthusiastically and evidenced poorly.

STRATEGIC OBJECTIVES

- Direct research and innovation capacity toward affordable healthcare, rural AI and agritech
- Build cyber awareness and digital governance programmes for public benefit
- Expand women's entrepreneurship and Skill India-aligned training programmes
- Require every school to hold at least one active societal contribution programme
- Track, audit and publicly report societal impact alongside academic metrics

Build long-term partnerships with government, civil society and community organisations

KEY INITIATIVES

Affordable Healthcare Programme

Applying the Academic Health System's telemedicine, diagnostic and device capability specifically to cost and access barriers faced by underserved populations.

Rural AI & Agritech Initiative

The delivery arm of DSU's AI in Agriculture priority: practical applications in yield prediction, crop and soil health, drone-based sensing and spraying, water use, market access and advisory services, developed with and deployed through rural partners and farmer producer organisations.

National Cyber Awareness Programme

Public and school-level cyber safety education delivered at scale through the National Cyber Academy, addressing a widespread and growing population-level vulnerability.

Women's Entrepreneurship Programme

Targeted incubation, mentoring, capital access and training pathways addressing persistent structural gaps in enterprise participation.

Digital Governance Lab

Combining law, management, policy and technology to support transparent, accountable and effective public digital services.

Skill India Partnership

Vocational and technical training aligned to national skilling priorities, using DSU's infrastructure to reach learners outside conventional degree pathways.

Education Technology Outreach

Applying the University's learning technology and AI capability to improve teaching quality in partner schools and colleges, particularly in under-resourced settings.

Societal Impact Measurement Framework

A defined methodology for measuring, auditing and reporting community outcomes, ensuring claims are evidenced rather than asserted.

FOCUS AREAS

Affordable Healthcare · Rural AI · Agritech · Cyber Awareness · Women's Entrepreneurship · Digital Governance · Skill India · Education Technology

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Launch flagship community programmes in priority focus areas and establish the impact measurement framework.	Scale rural AI, agritech, cyber awareness and digital governance initiatives to national reach.	Establish audited societal impact as a core institutional metric reported publicly each year.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Schools with active societal programmes	All schools	**All schools, externally evaluated**
Focus areas with operational programmes	8	**8, at national scale**
Citizens reached by cyber awareness programmes	250,000	**1 million+**
Rural communities served by AI/agritech	100	**500**
Women-led ventures supported	250	**1,000**
Societal impact reporting	Framework operational	**Audited and publicly reported annually**

DEPENDENCIES & RISKS

- Requires genuine community partnership; programmes designed without local input rarely sustain
- Depends on funding models that do not rely solely on institutional subsidy
- Risk of activity being reported as impact; mitigated by independent evaluation of outcomes
- Requires school-level accountability to be embedded in the performance framework under Pillar 9



PART IV

IV DEEP TECHNOLOGY PLATFORMS

Four capital programmes that extend DSU's platform into quantum, therapeutics, semiconductors and autonomous mobility.

PART IV · DEEP TECHNOLOGY PLATFORMS

WHY PLATFORMS, NOT PILLARS

The ten pillars in Part III describe how the University organises its core activity — teaching, research, innovation, engagement and people. This part describes something different: four major capability programmes, each requiring dedicated capital, specialised infrastructure, external funding and its own delivery timeline. They are treated separately because they behave differently. A pillar is a way of working; a platform is something the University builds.

Each of the four is chosen on the same test applied throughout this plan: does DSU hold an asset or position that makes this credible, and does the outcome matter beyond the institution? Quantum computing builds on the University's cryptography, simulation and compute capability. Drug discovery builds on an existing School of Pharmacy, Animal House and Medical College Hospital — a combination few Indian institutions hold. Semiconductor design builds on AI compute and engineering strength, and addresses an acute national talent shortage. Electric and autonomous mobility builds on the Robotics and Drone Lab, the makerspaces, the Omniverse digital twin and the campus itself as a proving ground.

All four are capital-intensive and, to differing degrees, funding-dependent. The plan states that dependency openly. Where a commitment rests on central mission funding or corporate co-investment that is not yet secured — most notably wafer-level semiconductor fabrication — it is described as a staged pathway rather than an assumed outcome. Ambition stated honestly is more useful to the institution than ambition stated confidently.

PLATFORM	BUILT ON	PRINCIPAL EXTERNAL DEPENDENCY
1. Quantum Computing Laboratory	Cyber Range, AI Factory, cryptography and simulation research	National quantum programme funding and hardware partnerships
2. Drug Discovery & Clinical Research	School of Pharmacy, Animal House, Medical College Hospital, AI Factory	Regulatory approvals, central research funding, industry and CRO partnerships
3. Semiconductor Design & Fabrication	AI Factory, engineering schools, industry relationships	Central mission funding; corporate co-investment for wafer capability
4. Electric & Autonomous Mobility	Robotics & Drone Lab, makerspaces, Omniverse twin, Smart Campus	Regulatory clearance and insurance for autonomous passenger operation

COMMON THREAD

Each platform pairs a national capability gap with an asset DSU already holds — and each is staged so that capability is built before capital is committed at scale.

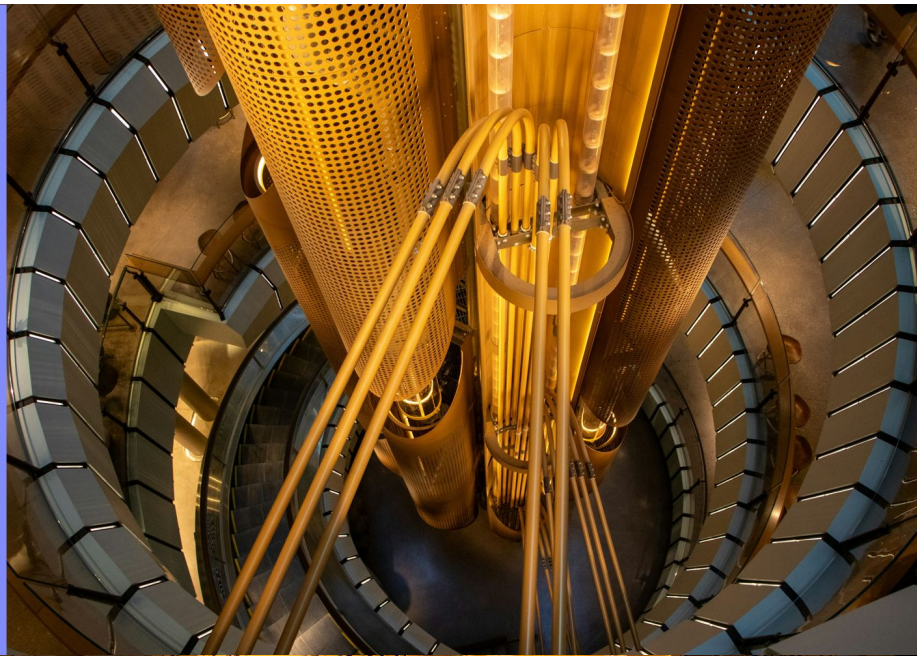
DEEP TECHNOLOGY PLATFORM

01

PLATFORM 1

Quantum Computing Laboratory

A world-class quantum computing capability, built early and deliberately.



Quantum computing is at the stage classical computing occupied in the 1950s: the machines are limited, the error rates are high, and the useful applications are narrow. That is precisely why an institution should enter now. The scarce resource in quantum is not hardware, which can eventually be bought or accessed remotely — it is people who understand quantum algorithms, error correction, control electronics and the physics of the underlying platforms. Building that expertise takes a decade, which is exactly the horizon of this plan.

DSU's interest is also concrete rather than speculative. Three of the University's existing commitments intersect directly with quantum capability. Quantum-safe cryptography is already a research theme under the Institute of Cyber Defence, and the migration of national infrastructure to post-quantum standards is a problem the University intends to help solve. Quantum chemistry and molecular simulation bear directly on the drug discovery platform described later in this part. Quantum optimisation is relevant to the energy, mobility and logistics problems arising from the Smart Campus and the agricultural programme.

The laboratory will therefore be built as a research and training facility with defined application partnerships inside the University, not as a prestige installation. Its success will be measured by the researchers it develops, the algorithms it produces for DSU's own priority domains, and the national programmes it is able to contribute to.

STRATEGIC OBJECTIVES

- Establish a world-class Quantum Computing Laboratory with hardware access, control infrastructure and simulation capability
- Build a quantum research group spanning algorithms, error correction, quantum machine learning and quantum-safe cryptography
- Launch postgraduate and doctoral programmes in quantum information science
- Align the laboratory to national quantum programmes and secure competitive central research funding

- Deliver applied quantum work in cryptography, molecular simulation and optimisation for DSU's priority domains
- Establish industry partnerships for quantum hardware, cloud access and co-supervised research

KEY INITIATIVES

Quantum Laboratory Build

A staged facility comprising quantum simulation and emulation capability on the AI Factory, cloud access to commercial quantum processors, and progression toward on-premises hardware with the cryogenic, control and shielding infrastructure it requires.

Quantum-Safe Cryptography Programme

Delivered jointly with the Institute of Cyber Defence: research and practical migration guidance on post-quantum cryptographic standards for critical national infrastructure, connecting directly to the India Cyber Shield mission.

Quantum for Molecular Simulation

Applied work with the Drug Discovery platform on quantum chemistry approaches to molecular modelling, binding affinity and reaction pathways — a near-term application area where quantum advantage is most plausible.

Quantum Optimisation Group

Research on optimisation problems arising from DSU's own operations and priorities: energy scheduling on the Smart Campus, mobility and logistics routing, and agricultural resource allocation.

Quantum Education Pathway

A structured progression from undergraduate electives through a specialist master's programme to doctoral research, building the talent pipeline the laboratory and the country require.

National Programme Alignment

Active engagement with national quantum mission structures and central funding agencies, positioning DSU as a contributing institution rather than an isolated one.

RESEARCH THEMES

Quantum Algorithms · Error Correction · Quantum Machine Learning · Quantum-Safe Cryptography · Quantum Chemistry & Simulation · Quantum Optimisation · Control Electronics · Quantum Sensing

FUNDING STRATEGY

SOURCE	INTENDED ROLE
Central research funding	Competitive grants aligned to national quantum mission priorities and central science funding agencies
Industry partnership	Hardware access, cloud quantum credits, co-funded research positions and co-supervised doctoral students
Institutional investment	Laboratory infrastructure, control systems and the initial research faculty appointments
International collaboration	Joint research with partner universities holding established quantum programmes

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Establish the laboratory, recruit founding faculty, secure hardware access and launch postgraduate programmes.	Progress toward on-premises hardware, scale the research group and deliver applied results in cryptography and simulation.	Operate a nationally significant quantum research capability with recognised contributions to quantum-safe transition.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Quantum Computing Laboratory	Established and operational	**Nationally significant facility**
Quantum research faculty and doctoral researchers	Founding group established	**Substantial research group at scale**
Postgraduate quantum programmes	Master's programme running	**Full undergraduate-to-doctoral pathway**
Central and industry funding secured	First competitive awards	**Sustained multi-source funding**
Applied outputs in priority domains	Cryptography and simulation results	**Deployed quantum-safe guidance and simulation tools**
Peer-reviewed quantum publications	Established output	**Internationally recognised output**

DEPENDENCIES & RISKS

- Quantum hardware remains expensive and rapidly evolving; a staged simulation-then-hardware approach limits obsolescence risk
- Depends on recruiting scarce quantum expertise against global competition from national laboratories and industry
- Requires specialised infrastructure — cryogenics, vibration isolation, electromagnetic shielding — with long lead times
- Risk of building capability ahead of useful application; mitigated by tying the laboratory to defined internal application partners from the outset

OUTCOME

A quantum capability built for application, not display — with the talent pipeline to sustain it.

DEEP TECHNOLOGY PLATFORM

02

PLATFORM 2

Drug Discovery & Clinical Research

A world-class discovery laboratory and clinical trials capability, built on assets DSU already holds.



This platform is the most immediately actionable in the plan, because the substrate already exists. DSU holds a School of Pharmacy, an established Animal House, and a Medical College Hospital. Very few institutions in India hold all three under one governance structure alongside an AI Factory. The combination allows a compound to move from computational design, through in-vitro and preclinical work, into first-in-human and later-phase clinical study without leaving the University.

That continuity is the entire argument. Drug discovery fails most often at the handoffs — between computational and wet-lab work, between preclinical and clinical, between academic discovery and industrial development. Institutions that own the whole chain can compress timelines and, more importantly, can learn across stages in ways that fragmented programmes cannot. Add AI-driven molecular design on institutional compute, and later quantum chemistry from the platform described above, and the discovery front end becomes genuinely competitive.

The platform will be built to international standard from the beginning. Good Laboratory Practice in the discovery and preclinical facilities, Good Clinical Practice and full ethical governance in the clinical trials unit, and animal research conducted under the applicable statutory ethical framework with genuine oversight rather than nominal compliance. Nothing else is publishable, licensable or defensible.

STRATEGIC OBJECTIVES

- Establish a world-class Drug Discovery Laboratory within the School of Pharmacy
- Build AI-driven molecular design, screening and ADMET prediction capability on the AI Factory
- Develop the existing Animal House into a fully compliant preclinical research facility
- Establish a Clinical Trials Unit at the Medical College Hospital operating to international GCP standard
- Create an unbroken discovery-to-clinic pathway spanning computational, preclinical and clinical stages
- Build industry and CRO partnerships for co-development, sponsored trials and out-licensing

KEY INITIATIVES

Drug Discovery Laboratory

A dedicated facility within the School of Pharmacy covering medicinal chemistry, synthesis, high-throughput and phenotypic screening, structural biology and formulation science, operating to Good Laboratory Practice.

AI-Driven Discovery Pipeline

Computational molecular design, generative chemistry, target identification, virtual screening and ADMET and toxicity prediction running on the AI Factory — with quantum chemistry methods introduced from the Quantum platform as they mature.

Preclinical Research Facility

Development of the University's existing Animal House into a fully compliant preclinical facility with pharmacokinetic, pharmacodynamic, efficacy and safety study capability under the applicable statutory ethical framework and with independent oversight.

Clinical Trials Unit at the Medical College Hospital

A professionally staffed unit capable of hosting Phase I through Phase IV studies, with trained investigators, ethics committee infrastructure, pharmacy and data management meeting international Good Clinical Practice requirements.

Translational Pathway Governance

A single governing structure spanning discovery, preclinical and clinical stages, so that a programme has one owner and one decision framework from molecule to patient rather than three disconnected ones.

Therapeutic Focus Areas

Concentration on a defined set of priorities aligned to Indian disease burden and to DSU's clinical strengths, rather than opportunistic breadth — including affordable therapeutics for high-prevalence conditions.

Industry, CRO & Out-Licensing Programme

Sponsored trial hosting, contract research capability and structured out-licensing of University-originated compounds, feeding revenue back into the platform and ventures into the HealthTech Accelerator.

Natural Products & Traditional Medicine Research

Systematic, evidence-led investigation of natural product chemistry, applying modern screening and analytical rigour to compounds of traditional significance.

THE DISCOVERY-TO-CLINIC CHAIN

AI molecular design · Medicinal chemistry & synthesis · High-throughput screening · ADMET & toxicology · Preclinical studies (Animal House) · Phase I–IV trials (Hospital) · Formulation & scale-up · Out-licensing & ventures

FUNDING STRATEGY

SOURCE	INTENDED ROLE
Central research funding	Competitive grants from national science, biotechnology and medical research funding agencies
Sponsored clinical trials	Industry-sponsored studies hosted by the Clinical Trials Unit as a recurring revenue stream
Contract research services	Discovery, preclinical and analytical services provided to industry partners
Out-licensing and IP	Revenue and equity from University-originated compounds licensed to development partners
Institutional and philanthropic investment	Laboratory build-out, equipment and endowed research positions

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Build the Discovery Laboratory, upgrade the Animal House to full compliance, and establish the Clinical Trials Unit and ethics infrastructure.	Run an active discovery portfolio, scale sponsored and investigator-led trials, and advance first candidates into clinical study.	Operate a recognised discovery-to-clinic capability with licensed compounds and international trial partnerships.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Drug Discovery Laboratory	Operational to GLP standard	**Internationally recognised facility**
Preclinical facility (Animal House)	Fully compliant and accredited	**Serving internal and external programmes**
Clinical Trials Unit	Operational to GCP standard	**Hosting international multi-centre trials**
Clinical trials hosted annually	25	**75**
Discovery programmes in active pipeline	Established portfolio	**Multiple candidates in clinical study**
Compounds out-licensed or spun out	First licensing agreements	**Sustained licensing and venture activity**

DEPENDENCIES & RISKS

- Requires regulatory approvals, ethics committee capability and inspection readiness ahead of activity, not alongside it
- Animal research demands genuine ethical oversight, statutory compliance and public transparency; reputational risk here is severe
- Depends on recruiting experienced medicinal chemists, pharmacologists and clinical trial professionals
- Drug discovery timelines exceed the plan period; success measures must reward pipeline progression, not only approvals
- Requires clear IP, consent and data governance covering both patient data and University-originated compounds

OUTCOME

An unbroken discovery-to-clinic chain — computational design, preclinical study and human trials — within one institution.

DEEP TECHNOLOGY PLATFORM

03

PLATFORM 3

Semiconductor Design & Fabrication

AI-designed chips, and a pathway to wafer-level capability.



Semiconductors are the physical substrate of everything else in this plan. They are also the point at which national technological dependence is most acute, which is why chip capability has become a strategic priority for governments worldwide and in India in particular. A university cannot address the whole problem, but it can address the part that matters most and is least capital-intensive at the outset: design talent and design methodology.

DSU's angle is AI-driven chip design. Modern design flows — floorplanning, placement and routing, timing closure, verification, design-space exploration — are increasingly amenable to machine learning, and the University holds the compute to pursue this seriously. This is a research contribution and a talent pipeline simultaneously: students who learn to design silicon using AI-assisted flows are exactly the engineers a growing national industry needs.

The platform is deliberately staged. Design capability, EDA tooling, tape-out through multi-project wafer runs and packaging and test come first, because they build capability at manageable cost. Wafer-level fabrication is a substantially larger commitment and will be pursued through central mission funding and corporate co-investment rather than institutional capital alone. Stating that sequence honestly is part of making the ambition credible.

STRATEGIC OBJECTIVES

- Establish a world-class Semiconductor Laboratory covering design, verification, packaging and test
- Build AI-driven chip design capability as the platform's distinctive research contribution
- Deliver working silicon through multi-project wafer tape-outs and characterise it on campus
- Secure central mission and agency funding for semiconductor research and infrastructure
- Secure corporate co-investment toward a wafer fabrication facility
- Build a substantial VLSI and semiconductor design talent pipeline for national industry

KEY INITIATIVES

Semiconductor Design Laboratory

Industry-standard EDA tooling, design servers, high-speed characterisation and test equipment, and a full digital and analogue design environment supporting undergraduate through doctoral work.

AI for Chip Design Research

The platform's research signature: machine learning applied to floorplanning, placement and routing, timing and power optimisation, verification coverage and design-space exploration — running on the AI Factory.

Tape-Out Programme

Regular multi-project wafer runs through foundry shuttle services so that students and researchers produce, receive and test real silicon rather than only simulations.

Packaging, Assembly & Test Capability

On-campus capability in packaging, assembly and device characterisation — a less capital-intensive but strategically valuable segment of the semiconductor value chain.

Domain-Specific Accelerator Research

Design of accelerators for DSU's own priority domains: AI inference at the edge, medical imaging and diagnostics, agricultural sensing, and cryptographic and post-quantum primitives.

Central Mission Funding Programme

Structured, sustained engagement with national semiconductor mission structures and central funding agencies to secure infrastructure and research funding at scale.

Corporate Wafer Lab Partnership

A dedicated programme to secure corporate co-investment toward wafer-level fabrication capability, structured as a shared national facility rather than a single-institution asset.

Semiconductor Talent Pipeline

Specialist VLSI and semiconductor programmes, industry-certified design training and corporate academy partnerships, addressing the acute national shortage of design engineers.

CAPABILITY BUILD SEQUENCE

Design & verification · AI-assisted design flows · MPW tape-outs · Packaging & test · Characterisation lab · Domain accelerators · Pilot line (funded) · Wafer lab (corporate co-investment)

FUNDING STRATEGY

SOURCE	INTENDED ROLE
Central mission & agency funding	Primary route for laboratory infrastructure, pilot line capability and semiconductor research programmes
Corporate co-investment	The principal intended source for wafer-level fabrication capability, structured as shared national infrastructure
Industry design partnerships	EDA tool access, foundry shuttle access, sponsored design projects and corporate academies
Institutional investment	Design laboratory build-out, EDA licensing and founding faculty appointments
Commercialisation	IP licensing and spin-outs arising from domain-specific accelerator research

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Establish the design laboratory and EDA environment, launch AI-for-design research and complete first MPW tape-outs.	Scale design output, build packaging, assembly and test capability, and secure central and corporate funding commitments.	Operate a nationally significant semiconductor design centre with progression toward wafer-level capability.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Semiconductor Design Laboratory	Fully operational	**Nationally significant design centre**
Successful tape-outs completed	Regular MPW cadence established	**Sustained annual tape-out programme**
AI-for-design research output	Established publication record	**Internationally recognised contribution**
Central mission funding secured	First major awards	**Sustained programme funding**
Corporate co-investment for wafer capability	Partnership commitments secured	**Wafer lab pathway funded and underway**
Semiconductor design engineers trained	Specialist programmes at scale	**A recognised national talent source**

DEPENDENCIES & RISKS

- Wafer fabrication is extremely capital-intensive; the plan therefore treats it as funding-dependent and explicitly staged rather than assumed
- Requires central mission funding and corporate commitment outside the University's unilateral control
- EDA tooling and foundry access depend on commercial agreements and, in some cases, export control conditions
- Depends on recruiting experienced design faculty against exceptionally strong industry compensation
- Cleanroom and fabrication infrastructure carries long lead times and demanding facility requirements

OUTCOME

A national semiconductor design capability, with a credible, funded pathway toward wafer-level fabrication.

DEEP TECHNOLOGY PLATFORM

04

PLATFORM 4

Electric & Autonomous Mobility

Level 3 autonomy and electric mobility, developed and deployed on campus.



Mobility is the platform where DSU's assets combine most naturally, and where the campus offers a genuine advantage that a laboratory cannot. Autonomous systems fail in the gap between simulation and reality — in unpredictable pedestrian behaviour, poor lane markings, mixed traffic, weather and the ordinary messiness of real environments. A university campus is an ideal intermediate proving ground: real people, real vehicles, real infrastructure, but bounded, instrumented and under institutional control.

DSU will build and operate a Level 3 ADAS transportation pod on campus, moving actual passengers, alongside autonomous food delivery pods handling a real logistics task. These are not demonstrators. They are operational services that generate continuous data, expose genuine engineering and safety problems, and give students and researchers a system they can measure, break and improve. The Omniverse digital twin provides the simulation environment; the Robotics and Drone Lab provides the autonomy and perception expertise; the makerspaces build the hardware; the Smart Campus supplies the infrastructure and instrumentation.

Electric mobility is the second strand. Battery systems, thermal management, power electronics, motor design, charging infrastructure and vehicle-to-grid integration all connect directly to the Net Zero campus commitment — an electric campus fleet is simultaneously an emissions reduction, a research platform and a teaching asset.

STRATEGIC OBJECTIVES

- Design, build and operate a Level 3 ADAS transportation pod carrying passengers on campus
- Deploy autonomous food and goods delivery pods as an operational campus logistics service
- Build EV research capability across battery systems, power electronics, motors and charging infrastructure

- Establish a safety case, validation methodology and regulatory engagement pathway for campus autonomy
- Integrate campus EV and charging infrastructure with the Net Zero programme and vehicle-to-grid research
- Translate validated mobility technology into ventures and industry partnerships

KEY INITIATIVES

Level 3 ADAS Transportation Pod

An in-house designed and built autonomous passenger pod operating defined campus routes under Level 3 conditional automation — with perception, sensor fusion, planning, control, redundancy and human-supervision handover engineered and validated as a complete system.

Autonomous Delivery Pods

Food and goods delivery pods operating as a genuine campus service, addressing last-metre logistics, pedestrian interaction, secure handover and fleet coordination at useful scale.

Digital Twin Simulation & Validation

Campus-scale simulation in NVIDIA Omniverse for scenario generation, edge-case testing and validation before physical deployment — the mechanism by which autonomy is developed safely.

Safety Case & Validation Framework

A rigorous, documented safety methodology covering hazard analysis, operational design domain definition, validation evidence and incident investigation, developed with regulatory engagement from the outset.

EV Systems Research Programme

Battery chemistry, pack design, thermal management, battery management systems, power electronics, motor design and drivetrain efficiency — with the makerspaces providing rapid prototyping capability.

Charging Infrastructure & Vehicle-to-Grid

Campus charging network design, smart charging under AI energy management, and vehicle-to-grid research connecting the mobility platform directly to the Net Zero campus programme.

Campus Fleet Electrification

Progressive electrification of the University's own vehicle fleet, providing both emissions reduction and a continuously available research and teaching platform.

Mobility Ventures Programme

Commercialisation of validated pod, EV subsystem and autonomy technology through the DeepTech Fund and industry partnerships.

RESEARCH & DELIVERY AREAS

Level 3 ADAS autonomy · Perception & sensor fusion · Autonomous delivery logistics · Safety validation · Battery & pack systems · Power electronics & motors · Charging & vehicle-to-grid · Digital twin simulation

IMPLEMENTATION ROADMAP

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Build the first pods, establish the safety framework and digital twin validation, and begin supervised campus operation.	Scale pod fleets to routine service, expand EV research and charging infrastructure, and electrify the campus fleet.	Operate autonomous campus mobility at scale as a recognised proving ground, with technology deployed externally.

KEY PERFORMANCE INDICATORS

INDICATOR	2030 MILESTONE	2035 TARGET
Level 3 ADAS passenger pod	In supervised campus operation	**Routine service on multiple routes**
Autonomous delivery pods	Operational service established	**Fleet operating at campus scale**
Autonomous kilometres and safety record	Baseline established and published	**Sustained record with published evidence**
Campus fleet electrification	Majority electrified	**Fully electric campus fleet**
EV and autonomy research output	Established publication record	**Internationally recognised programme**
Mobility ventures and technology transfers	First spin-outs	**Sustained venture and licensing activity**

DEPENDENCIES & RISKS

- Autonomous passenger operation requires regulatory engagement, insurance and an unambiguous safety case before deployment
- Safety is the binding constraint: a serious incident would set the programme back years and must govern pace
- Depends on campus infrastructure readiness — mapping, connectivity, road markings and charging capacity
- Requires autonomy, controls and battery engineering expertise competing directly with the automotive and technology industries
- Risk of demonstrator mentality; mitigated by requiring pods to operate as real services with real reliability obligations

OUTCOME

A campus that operates its own autonomous, electric mobility — as a service, a research platform and a proving ground.



PART V

V FLAGSHIP MISSIONS

Six institution-defining programmes that unite teaching, research, innovation, industry and community around measurable outcomes.

PART V · FLAGSHIP MISSIONS

WHY FLAGSHIP MISSIONS



Pillars describe what an institution builds. They do not, on their own, tell anyone what it is for. A university can deliver ten well-run pillars and still be difficult to explain — internally to its own staff, and externally to partners, funders and prospective students.

Flagship missions solve that problem. Each is a large, visible, outcome-oriented programme that cuts horizontally across several pillars, unites multiple schools around a shared goal, and can be described in a single sentence to a government minister, a corporate partner or a prospective student. They are the answer to the question "what is DSU actually doing?"

Six missions are proposed. Each has an executive sponsor drawn from University leadership, a cross-school delivery team, a dedicated budget line, and a published set of outcome measures reported annually. Missions are deliberately limited in number: an institution with twenty priorities has none.

DESIGN PRINCIPLE

Every mission must unite teaching, research, innovation, industry and community engagement around outcomes that can be measured and reported.

FLAGSHIP MISSION

01

MISSION 1

AI for Humanity

Applying artificial intelligence to problems that matter most to human wellbeing.



AI for Humanity is DSU's answer to the question of what all this capability is ultimately for. It directs the combined weight of the AI Factory, the Robotics and Drone Lab, the XR and Omniverse digital twin facilities, the makerspaces, the Institute of Artificial Intelligence and the University's AI-first curriculum toward problems where artificial intelligence can materially improve human outcomes — across the three applied priorities of healthcare, sustainability and agriculture, and into accessibility, education, disaster response and public services.

The mission has a second function: it is the institutional home for DSU's work on responsible AI. Fairness, transparency, safety and the governance of automated decision-making are treated here as first-order research questions rather than as compliance obligations. A university that trains every graduate to use AI carries a corresponding obligation to understand how it fails and who it fails.

WHAT IT UNITES

- Institute of Artificial Intelligence
- AI-first curriculum across all schools
- NVIDIA AI Factory
- Robotics & Drone Lab
- XR & Omniverse digital twins
- AI, Electronics & Mechanical Makerspaces
- Responsible AI research
- Industry & community partners

INTENDED OUTCOMES BY 2035

- A recognised international research programme in responsible and applied AI
- Deployed AI applications with measured human benefit across health, agriculture and education
- Every DSU graduate exposed to applied AI ethics through the Universal AI Core
- A public framework for responsible AI adopted beyond the University

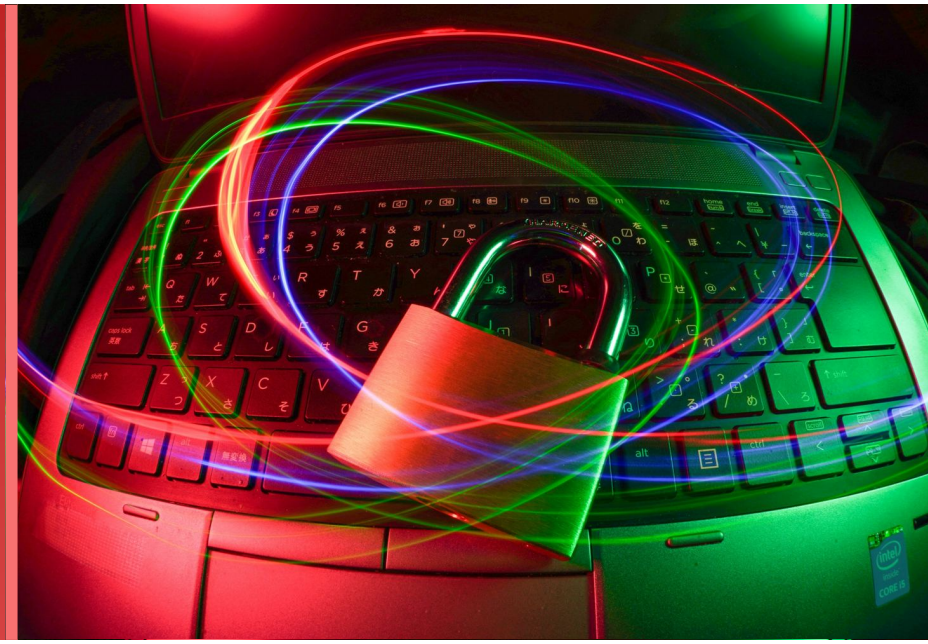
FLAGSHIP MISSION

02

MISSION 2

India Cyber Shield

Building national cyber capability at population scale.



India Cyber Shield converts DSU's Cyber Range, Security Operations Centre and Institute of Cyber Defence into a national capability programme. It is the most externally visible mission in this plan and the one where the University's contribution is most easily measured: the number of skilled defenders trained, the systems tested and hardened, and the research produced on threats that matter to national infrastructure.

The mission spans the full pipeline. School outreach identifies and develops talent early. Degree programmes and the National Cyber Academy build professional capability. Government, defence and critical infrastructure partnerships apply it. Research on autonomous security operations, AI security and quantum-safe migration keeps the capability ahead of the threat rather than behind it.

WHAT IT UNITES

- Institute of Cyber Defence
- DSU National Cyber Academy
- Cyber Range & SOC
- Government & defence partners
- Cyber startup accelerator
- National cyber awareness outreach

INTENDED OUTCOMES BY 2035

- 100,000 cybersecurity professionals trained through the National Cyber Academy
- Recognition as a National Centre of Excellence in Cyber Defence
- The largest academic cyber range in Asia, operating at national scale
- Population-level cyber awareness reaching over one million citizens

FLAGSHIP MISSION

03

MISSION 3

Healthy India Digital Mission

Making better healthcare reach further, at lower cost.



The Healthy India Digital Mission scales the Academic Health System outward. Where Pillar 5 builds the integrated clinical, academic and technical machine, this mission takes what that machine produces — diagnostic AI, telemedicine, affordable devices, precision therapeutics — and applies it to the access and cost problems that determine health outcomes for most of the population.

It is the mission that most directly connects DSU's technical sophistication to public benefit. A diagnostic model that works only in a well-resourced tertiary hospital has limited social value. The mission's test is reach: how many people received better care, at what cost, in settings that previously lacked access.

WHAT IT UNITES

- Academic Health System
- Institute of Future Healthcare
- Telemedicine & rural reach network
- HealthTech Accelerator
- Clinical Trials Unit
- Government health partners

INTENDED OUTCOMES BY 2035

- Over one million patients reached through the telemedicine and rural network
- A Global Centre for Digital Health and Precision Medicine of international standing
- Validated affordable diagnostics and devices deployed in underserved settings
- Clinical evidence published on outcomes achieved through AI-enabled care

FLAGSHIP MISSION

04

MISSION 4

Sustainable Smart Cities Initiative

Taking what works on campus and deploying it in the city.



The Sustainable Smart Cities Initiative connects the Institute for Sustainable Technologies, the contracted Siemens Smart Campus and Net Zero 2035 programme, and the Omniverse digital twin capability to the real problems of Indian urban systems: energy, water, mobility, waste, air quality and climate resilience.

The mission's logic is sequential and evidence-led. Solutions are developed and validated at campus scale, where the University controls the environment, holds a contracted net zero commitment and can measure results rigorously. Proven approaches are then deployed with municipal and industrial partners, where they generate both public benefit and commercial opportunity — feeding back into research through data gathered at genuine city scale. A prospective virtual twin collaboration with Dassault Systèmes would extend this modelling capability to industrial and product systems.

WHAT IT UNITES

- Institute for Sustainable Technologies
- Siemens Smart Campus & Net Zero 2035
- Omniverse digital twin zone
- Living Laboratory campus
- Municipal & industrial partners
- DeepTech ventures

INTENDED OUTCOMES BY 2035

- Validated sustainability solutions deployed with at least twenty external partners
- Net Zero campus delivered by 2035 and independently verified
- A city-scale digital twin capability developed with municipal partners
- Commercial ventures spun out from sustainability research

FLAGSHIP MISSION

05

MISSION 5

Future Workforce Academy

Preparing people for work that does not yet exist.



The Future Workforce Academy extends DSU's educational capability beyond its own degree students. It combines the AI-first curriculum, the National Cyber Academy's micro-credential model, executive education and entrepreneurship training into a single continuing-education institution serving working professionals, employers and government skilling priorities.

The premise is that a ten-year plan built around technological convergence cannot serve only eighteen-year-olds. The people whose work is being restructured by AI right now are already in employment, and most will not return for a full degree. Stackable, credible, employer-recognised credentials are the mechanism by which a university stays useful to them.

WHAT IT UNITES

- AI-first curriculum
- National Cyber Academy micro-credentials
- Executive Education
- Corporate academies
- Skill India partnership
- Innovation & entrepreneurship programmes

INTENDED OUTCOMES BY 2035

- A national continuing-education platform with employer-recognised credentials
- Substantial annual enrolment from working professionals across sectors
- Skill India-aligned pathways reaching learners outside degree programmes
- Executive education operating as a self-sustaining revenue stream

FLAGSHIP MISSION

06

MISSION 6

Global Innovation Network

Connecting DSU's people and research to the world.



The Global Innovation Network binds Industry 5.0 partnerships and Global DSU into a single connective programme. It ensures that DSU's international relationships and its corporate relationships reinforce one another: joint research centres abroad that also involve industry partners, faculty exchanges that seed commercial collaboration, and student mobility that runs through both universities and companies.

This mission is what prevents international engagement from becoming a collection of unrelated agreements. It gives DSU a coherent global identity built around its four focus domains, and it gives partners — academic and corporate alike — a single, legible way to work with the University at scale.

WHAT IT UNITES

- Global partner universities
- Industry 5.0 partnerships
- Global research centres
- Student & faculty mobility
- International campus or study centre
- Global alumni network

INTENDED OUTCOMES BY 2035

- Two hundred global university partnerships with genuine research or mobility depth
- Students from one hundred countries studying at DSU
- Global research centres operating with international and industry partners
- An international campus or study centre fully operational



PART VI

VI STRATEGIC ENABLERS

The institutional capability required to make ten pillars, four platforms and six missions deliverable and sustainable.

PART VI · STRATEGIC ENABLERS

THE ELEVEN ENABLERS



Pillars and missions describe ambition. Enablers describe capacity. Eleven cross-cutting enablers underpin delivery of everything in this plan, and weakness in any one of them will constrain every pillar simultaneously. Each enabler has an executive owner and is reviewed annually as part of the strategic planning cycle.

AI and Digital Infrastructure

The AI Factory, Cyber Range, Robotics and Drone Lab, AR/VR/XR laboratories and Omniverse digital twin zone, the three makerspaces, clinical data platform and shared research computing environment — governed so that access is genuinely available across all schools rather than concentrated in the technically strongest ones. Infrastructure that only engineers can use will not deliver an AI-first university.

Physical Prototyping Capability

The AI, Electronics and Mechanical Makerspaces operating as a managed, staffed institutional service with scheduling, safety governance and technician support — so that the prototyping chain is genuinely available to students, researchers and ventures rather than nominally open.

Financial Sustainability

A diversified revenue base spanning tuition, sponsored research, industry co-investment, executive and continuing education, philanthropy and commercialisation. The plan's capital requirements are significant; funding them from tuition alone would be neither possible nor prudent.

Global Partnerships

The relationship infrastructure — agreements, governance, mobility frameworks, joint appointments — that turns international intent into working collaboration. Partnerships are treated as institutional assets requiring active management, not as documents signed once.

Governance Excellence

Clear decision rights, an empowered delivery board, transparent reporting and the willingness to stop initiatives that are not working. A ten-year plan survives only if the institution can honestly assess and correct its own course.

Faculty Excellence

Recruitment, development, reward and retention capable of competing with industry for AI, cyber and clinical talent. Detailed under Pillar 9, but listed here because it constrains every other pillar's pace of delivery.

Innovation Ecosystem

The venture pipeline, technology transfer capability, funding vehicles and partner network that convert research into deployed products, companies and clinical practice.

Sustainability

Environmental responsibility embedded in operations, estate planning, procurement and research — treated as an institutional commitment and a research platform rather than a reporting exercise.

Student Success

Admissions, teaching quality, support services, wellbeing, employability and alumni transition. An AI-first curriculum only matters if students complete it, succeed in it and are demonstrably better placed because of it.

Alumni and Philanthropy

A systematically developed global alumni network providing mentorship, industry connection, venture support and philanthropic capital — an asset that compounds over decades and is best started early.

Data-Driven Decision Making

Institutional analytics providing leadership with reliable, timely evidence on performance against every metric in this plan. A university that teaches data literacy should govern itself with it.



VII

PART VII

DELIVERY & GOVERNANCE

How the plan will be executed, funded, governed, risk-managed and reported.

PART VII · DELIVERY & GOVERNANCE

GOVERNANCE STRUCTURE



Strategic plans fail more often in execution than in design. The governance model below exists to ensure that every commitment in this document has a named owner, a budget, a reporting line and a scheduled review.

BODY	COMPOSITION	RESPONSIBILITY
Board of Governance	Trust, Chancellor, external members	Approves the plan, major capital commitments and annual performance reports
Strategic Plan Delivery Board	Chaired by the Vice-Chancellor; pillar owners and enabler owners	Quarterly review of delivery, resource allocation and course correction
Pillar Delivery Teams	Pillar owner, school representatives, professional services	Detailed execution, milestone tracking and escalation of blockers
Mission Executive Sponsors	Senior leader per flagship mission	Cross-pillar coordination and external representation of the mission
Institute Directors	Grand Challenge Institute leadership	Research delivery, external funding and industry co-investment
Strategy & Planning Office	Professional planning and analytics function	Data collection, KPI dashboard, annual report and evidence assurance

Two principles govern how this structure operates. First, accountability is individual: every pillar, enabler and mission has one named owner, not a committee. Second, evidence is independent of delivery: the Strategy and Planning Office reports performance data directly to the Delivery Board and the Board of Governance, so that those responsible for delivery are not the sole source of evidence on whether delivery is occurring.

PART VII · DELIVERY & GOVERNANCE

DELIVERY PHASING



The plan is delivered across three horizons. Each has a distinct character, and the transition between them is a deliberate decision point rather than an automatic progression.

2026–2028 · Foundation

The foundation phase builds the capability required for everything that follows: curriculum redesign and faculty development, formation of the five Grand Challenge Institutes, establishment of the National Cyber Academy, integration of the Academic Health System's governance, formalisation of industry partnership frameworks, and the standing-up of professional research support, technology transfer and planning functions. Little of this phase is externally visible, and all of it is load-bearing.

2029–2032 · Scale

The scale phase takes what has been proven and extends it: university-wide curriculum rollout, growth in research volume and external funding, national-scale cyber training delivery, clinical trial and device programmes at volume, international campus establishment, and estate-wide sustainability deployment. This is the phase in which most of the plan's measurable growth occurs.

2033–2035 · Leadership

The leadership phase consolidates position: international recognition in its chosen focus domains, mature venture outcomes including scaled companies, national institutional status in cyber defence, and an academic health system operating at regional scale. The emphasis shifts from building capability to demonstrating and sustaining outcomes.

2026–2028 · FOUNDATION	2029–2032 · SCALE	2033–2035 · LEADERSHIP
Build capability: curricula, faculty, institutes, partnerships, governance and professional support functions.	Extend what works: university-wide rollout, research volume, national delivery, international expansion.	Consolidate position: international recognition, mature outcomes and sustained institutional status.

PART VII · DELIVERY & GOVERNANCE

RESOURCING & FINANCIAL STRATEGY

This plan is capital-intensive. AI infrastructure, cyber range expansion, clinical systems, estate sustainability investment, international presence and competitive academic recruitment all require sustained funding across a decade. The financial strategy therefore rests on diversification: no single revenue source should be relied upon to carry the plan.

REVENUE SOURCE	ROLE IN FUNDING THE PLAN
Tuition and programme fees	Core operating base; grows with quality, reputation and international enrolment
Sponsored research	Target of ₹1,000+ crore annually by 2035; primary funder of institute research activity
Central mission & agency funding	Primary intended route for the quantum, semiconductor and drug discovery platforms — competitive national programme and agency funding
Industry co-investment	Co-funded laboratories, endowed chairs, corporate academies and shared infrastructure
Executive & continuing education	Self-sustaining revenue from the Future Workforce Academy and executive programmes
Commercialisation & licensing	IP licensing, spin-off equity and returns from the DeepTech Fund over the longer term
Philanthropy & alumni giving	Endowment growth, scholarships, named facilities and chairs
Trust investment	Strategic capital for infrastructure and initiatives ahead of external revenue

Investment will be sequenced rather than simultaneous. Priority in the foundation phase goes to faculty capability, institute formation and the infrastructure that multiple pillars depend upon. Capital-heavy commitments with longer payback — international campus, major estate works — are deliberately positioned in the scale phase, once earlier foundations have demonstrated returns. Each major commitment is subject to business case approval by the Board of Governance.

Funding the deep technology platforms

The four platforms in Part IV are the most capital-intensive commitments in this plan, and each is deliberately staged so that capability is proven before major capital is committed. The quantum laboratory begins with simulation and cloud hardware access before on-premises hardware. The drug discovery platform builds on facilities the University already owns, upgrading the Animal House and establishing the Clinical Trials Unit before expanding discovery capacity. The semiconductor laboratory begins with design, tooling and multi-project wafer tape-outs; wafer-level fabrication is explicitly conditional on central mission funding and corporate co-investment. The mobility platform builds pods incrementally under a safety-led validation regime.

Two external dependencies are material and are stated as such. Central mission and agency funding is the primary intended route for quantum and semiconductor infrastructure, and corporate co-investment is the primary intended route for wafer-level fabrication. Neither is within the University's unilateral control. The plan therefore commits unconditionally to the capability-building stages and

treats the largest capital steps as funded milestones rather than assumptions.

PART VII · DELIVERY & GOVERNANCE

RISK MANAGEMENT

A plan of this ambition carries real risk, and stating it openly is a condition of managing it. The principal institutional risks are set out below with their mitigations. Risk is reviewed quarterly by the Strategic Plan Delivery Board and annually by the Board of Governance.

RISK	MITIGATION
Execution capacity spread too thinly across ten pillars	Named single owners, phased sequencing, and explicit willingness to stop or defer initiatives at quarterly review
Talent competition from industry for AI, cyber and clinical staff	Competitive packages, research infrastructure commitments, dual appointments and the Pillar 9 development pipeline
Capital requirements exceeding available funding	Revenue diversification, staged business-case approval, and positioning capital-heavy work in the scale phase
Technology obsolescence across a ten-year horizon	Rolling infrastructure refresh, partner co-investment and research agendas oriented to frontier rather than current practice
Superficial adoption — activity reported as transformation	External curriculum review, independent evidence via the Strategy & Planning Office, and outcome-based rather than activity-based KPIs
Over-concentration in a small number of industry partners	Portfolio breadth targets and partnership governance review
Regulatory change in higher education, health or data	Active regulatory engagement, compliance capability built ahead of deployment, and scenario planning in annual review
Deep technology platforms dependent on external funding	Staged capability-first sequencing, explicit funded-milestone gating, and unconditional commitment only to stages the University can self-fund
Safety and ethics exposure in autonomous mobility and animal research	Safety-led pace with documented safety cases, independent ethical oversight, statutory compliance and public transparency
Cultural resistance to cross-school working	Performance framework alignment, dual appointments, mission structures and visible leadership sponsorship
Staff workload and burnout under an ambitious agenda	Workload governance, protected time for development, and wellbeing measures reported to the Delivery Board

PART VII · DELIVERY & GOVERNANCE

MONITORING, EVALUATION & REPORTING

Every commitment in this plan is intended to be testable. The monitoring framework is designed so that progress — or its absence — is visible early enough to act on.

Quarterly delivery review

The Strategic Plan Delivery Board reviews milestone progress, resource use, risk and blockers for every pillar and enabler, with authority to reallocate resources or pause initiatives.

Annual performance report

A published report against the full KPI dashboard, presented to the Board of Governance and made available to staff, students and partners. Underperformance is reported as openly as achievement.

Mid-term strategic review

A substantive review in 2030 assessing whether the plan's assumptions still hold, whether targets remain appropriate, and whether the strategic choice requires adjustment for the second half of the period.

Independent evidence assurance

The Strategy and Planning Office collects and validates performance data independently of pillar owners, and external review is commissioned for curriculum quality, societal impact and research performance.

Transparent metric definitions

Every KPI has a documented definition, data source, baseline and owner, so that reported progress is comparable year on year and cannot drift through redefinition.

PRINCIPLE

A target that cannot be independently evidenced is not a target. It is an aspiration, and it will be labelled as one.



VIII

PART VIII

SUCCESS METRICS

The consolidated dashboard against which DSU will report progress annually to 2035.

PART VIII · SUCCESS METRICS

THE 2035 DASHBOARD

The indicators set out in Parts III and IV are consolidated here into a single institutional dashboard across nine domains, including the three applied AI priorities of healthcare, sustainability and agriculture. These are the measures against which the University will publicly report each year, and against which this plan should be judged.

Education

METRIC	2030 MILESTONE	2035 TARGET
AI-enabled curricula	100% of programmes	100% with discipline-specific depth
Graduate employability	90%	95%
Students with international experience	25%	50%
National standing	Top 20 private university	Top 10 private university in India

Research

METRIC	2030 MILESTONE	2035 TARGET
Annual sponsored research	₹400 crore	₹1,000+ crore
Scopus-indexed publications annually	2,000	5,000
Cumulative citations	40,000	100,000
Institution-wide H-index	150	Above 300

Innovation

METRIC	2030 MILESTONE	2035 TARGET
Startups incubated (cumulative)	350	1,000
Global patents annually	40	100
Technology spin-offs per year	10	25
Unicorn-scale companies	20	100

Cyber

METRIC	2030 MILESTONE	2035 TARGET
Cyber professionals trained (cumulative)	35,000	100,000
Cyber Range standing	Largest in India	Largest academic range in Asia
National Centre of Excellence	Recognition secured	Established national institution

METRIC	2030 MILESTONE	2035 TARGET
Citizens reached by cyber awareness	250,000	1 million+

Healthcare

METRIC	2030 MILESTONE	2035 TARGET
AI-enabled teaching hospital	Core systems deployed	Fully AI-enabled
Global Centre for Digital Health	Established	Internationally recognised
International clinical partnerships	10	30
Patients reached via telemedicine	250,000	1 million+

Sustainability & Campus

METRIC	2030 MILESTONE	2035 TARGET
Net Zero campus (Siemens contracted)	Major verified reduction on baseline	Net Zero achieved by 2035
Campus digital twin coverage	Core estate modelled in Omniverse	Fully operational estate-wide
Green-certified buildings	50% of estate	University-wide certification
Solutions deployed with external partners	5	20

Agriculture

METRIC	2030 MILESTONE	2035 TARGET
Institute of Agricultural Intelligence	Established and operational	Internationally recognised
Rural communities served by AI/agritech	100	500
Drone and field robotics deployments	Pilot programmes at scale	Routine operational deployment
AgriTech ventures supported	25	100

Deep Technology Platforms

METRIC	2030 MILESTONE	2035 TARGET
Quantum Computing Laboratory	Established and operational	Nationally significant facility
Drug Discovery Laboratory & Clinical Trials Unit	Operational to GLP and GCP standard	Internationally recognised capability
Semiconductor Design Laboratory	Fully operational with MPW cadence	National design centre; wafer pathway funded
Level 3 ADAS pod & delivery pods	In supervised campus operation	Routine service at campus scale
Central mission funding secured	First major awards across platforms	Sustained multi-platform programme funding

Global

METRIC	2030 MILESTONE	2035 TARGET
Countries represented in student body	50	100
QS World University Ranking	Top 800	Top 500
Asia ranking	Top 200	Top 100
Global university partnerships	80	200



IX

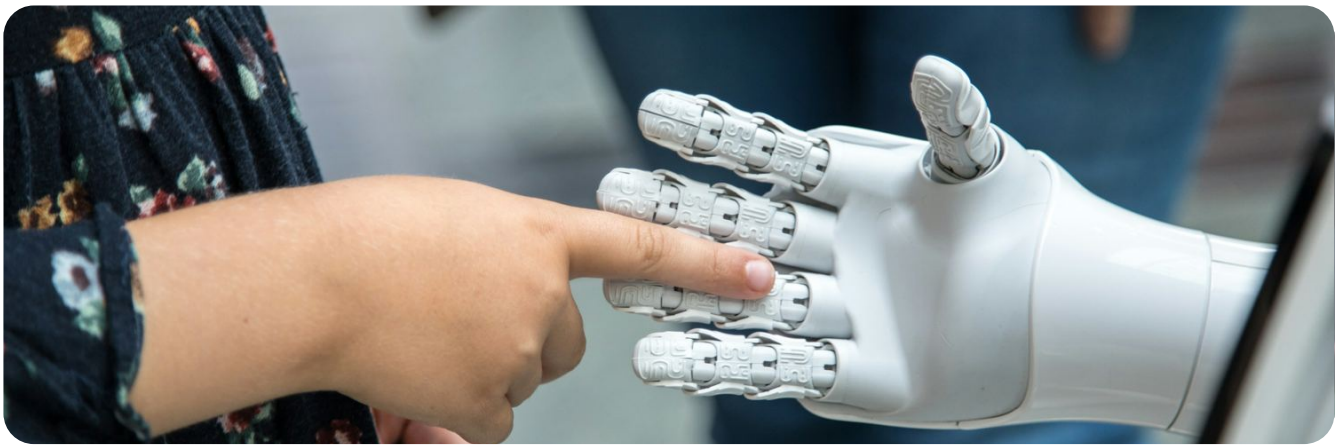
PART IX

STRATEGIC IDENTITY

What DSU will be known for, and what it commits to by 2035.

PART IX · STRATEGIC IDENTITY

A PROPOSED STRATEGIC IDENTITY



Institutional identity is not a slogan; it is the answer a stranger gives when asked what a university is for. Most universities cannot answer that question distinctively, because most have grown by accretion rather than by choice. DSU has an unusual opportunity to answer it precisely, because the assets it holds point clearly in one direction.

The identity proposed here unites the AI Factory, the Cyber Range and Cyber-AI Institute, the Robotics and Drone Lab, the XR and Omniverse digital twin facilities, the three makerspaces, the healthcare ecosystem, the DERBI and AIC-DSU incubators and the Siemens Smart Campus into a single institutional framework, rather than treating them as separate projects. It positions DSU as a university whose identity is built around converging technologies and societal impact, rather than around individual schools or disciplines.

> *"Dayananda Sagar University will be the world's leading AI-First University for Human Advancement — where intelligence, healthcare, cybersecurity, sustainability, and entrepreneurship converge to solve humanity's greatest challenges."*

Three commitments follow from this statement, and they are worth making explicit. First, AI-first means universal: the commitment applies to every student in every discipline, not to a technical elite. Second, human advancement means the University measures itself by outcomes beyond its walls — patients treated, systems defended, ventures built, communities served — and not solely by internal metrics. Third, convergence means the University will actively favour work at the intersections between its strengths, even where that is structurally harder than protecting departmental boundaries.

PART IX · STRATEGIC IDENTITY

CONCLUSION

This plan asks a great deal of the institution. It asks every school to redesign its curriculum, every academic to develop new capability, and the University as a whole to organise itself around institutional missions rather than departmental interests. It commits significant capital over a decade, and it sets targets that will be uncomfortable to report against in years when progress is slow.

That discomfort is intentional. DSU holds a combination of assets that very few universities anywhere have assembled, and that combination will not remain distinctive indefinitely — other institutions are moving in the same direction, and a rare position defended slowly becomes an ordinary one. The cost of incrementalism here is not stagnation; it is the gradual erosion of an advantage that already exists.

Set against that, the opportunity is substantial. A university that genuinely makes every graduate AI-capable, that trains a hundred thousand cyber defenders, that fuses its hospital and its engineering school into one working system, that runs a complete chain from compute through simulation and robotics to fabrication and incubation, that reaches Indian farms with drones and field robotics, and that delivers a net zero campus which is simultaneously a research platform — such an institution would be materially different from its peers, and materially useful to the country it sits in.

Together, the vision, pillars, flagship missions, enablers and metrics set out in this document chart that path: from a fast-growing private university to a globally recognised, AI-first institution defined by the convergence of intelligence, healthcare, security, sustainability and entrepreneurship in service of humanity.

The plan is now a matter of execution. Its success will be visible in 2035 not in the language of this document, but in the graduates, the research, the ventures, the patients and the communities that are demonstrably better off because Dayananda Sagar University chose to become something specific rather than something general.

> ***Creating Intelligent Leaders for a Sustainable Humanity.***

“Creating Intelligent Leaders for a Sustainable Humanity”

DAYANANDA SAGAR UNIVERSITY

INDIA’S AI-FIRST UNIVERSITY FOR HUMAN ADVANCEMENT

Bengaluru, Karnataka, India · www.dsu.edu.in

Strategic Plan 2035 · Prepared by Dr. D. Premachandra Sagar, Pro Chancellor

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