



SOMAIYA
VIDYAVIHAR UNIVERSITY

K J Somaiya School of Engineering
(formerly K J Somaiya College of Engineering)

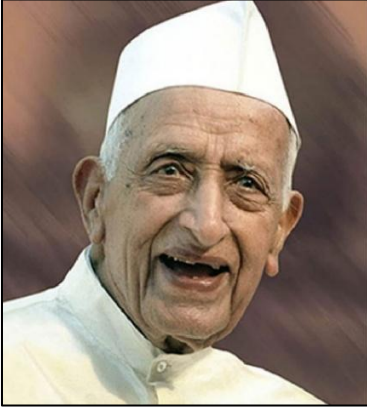


K J Somaiya School of Engineering

STRATEGIC PLAN

2025-2030

Our Vision



**Padma Bhushan
Shri Karamshi Jethabhai
Somaiya**

Our Founder

Padma Bhushan Shri Karamshi Jethabhai Somaiya's first initiative in education was the founding of a school in 1942 in rural Maharashtra, to provide quality holistic education. It was founded on the belief that education is an important pillar of nation-building with the power to change lives, and that it is the duty of the privileged to provide education to the needy.

He later founded the Girivanvasi Pragati Mandal, The K J Somaiya Medical Trust, Girivanvasi Education Trust and sister institutions to make great citizens of India and the World. In the words of Swami Vivekananda, "We want that education by which character is formed, strength of mind is increased, the intellect expanded, and by which one can stand on one's own feet." We have now grown into a multi-disciplinary and multi-campus education institution with over 1500 faculty, and 39000+ students.

ज्ञानादेव तु कैवल्यम् ।

KNOWLEDGE ALONE LIBERATES

Our motto is: ज्ञानादेव तु कैवल्यम् । Knowledge alone liberates. Liberates from poverty, from hunger. Also to liberate one from the attachments that bind us to small-mindedness. Knowledge also provides opportunity. To make the life lived more meaningful. In the service of one's family, one's community, one's समाज, country, and indeed the world. Bearing in mind that there is no religion other than the life lived in the service of humanity.

न मानुषात् परो धर्मः ।

We will strive to provide access and opportunity to build a more inclusive society.

Our education in any subject will reflect its timeless fundamentals, its current context, and applications. There is so much scientific discovery taking place, at the intersection of fields, of biology, computing, medicine, the social sciences and everywhere else. We will provide students and faculty with an environment to engage this world, to discover new truths, make new applications to create and share knowledge.

Our education will also be experiential. With projects that are 'real' and those that complement the learning inside the classroom. Our students and faculty will be at the cutting edge of change, to incubate companies, to create NGOs, and pursue any field of their passion.

Our education will also be holistic. Sports and physical exercise must be a firm part of the curriculum. For students to develop a love for sports, for recreation, for health, for teamwork, for competition. Our education will also instil an appreciation for art, culture, nature, and biodiversity.

अभ्यासेन तु कौन्तेय वैराग्येण च गृह्यते ।

In the Bhagavad Gita, Arjun asks Krishna how is one to control one's mind that is as fleeting as the wind. Krishna responds that it can only be done through practice and discipline. अभ्यासेन तु कौन्तेय वैराग्येण च गृह्यते । We will strive to teach our students to learn to stay calm in our turbulent world. And our education will also include the ancient Indian tradition, its culture, its depth, and its knowledge. We must keep the connection with our mother tongue and our languages. Languages are storehouses of culture, and the loss of a language takes with it much learning, stored through it over the ages.

Finally, our education will help students lead a full life, to fall in love with life. Our dream, is to build a world class research and teaching institution that is global in the reach of its ideas, and universal in its service. Welcome to our community.

Our Mission

To nurture excellence and provide freedom of possibilities in education and research for fostering a culture of creativity, innovation, leadership, responsible citizenship, service and all round growth.

Preamble:

As a proud constituent of Somaiya Vidyavihar University—Mumbai’s first private university, built on a legacy of over 82 years in educational excellence—the K J Somaiya School of Engineering (formerly K J Somaiya College of Engineering) stands at the forefront of engineering education. Rooted in a rich tradition of academic strength, innovation, and societal contribution, we are committed to shaping not just skilled engineers, but responsible leaders prepared to navigate and impact a rapidly changing world.

K J Somaiya School of Engineering offers a diverse and comprehensive academic portfolio encompassing the traditionally successful disciplines as well as cutting-edge, multidisciplinary offerings at the undergraduate (B.Tech.) level in Computer Engineering, Information Technology, Mechanical Engineering, Electronics & Telecommunication Engineering, Artificial Intelligence & Data Science, Electronics Engineering (VLSI Design & Technology), Computer & Communication Engineering, Computer Science & Business Systems, Electronics & Computer Engineering, Robotics & Artificial Intelligence. Our 9 postgraduate (M.Tech.) programs encourage advanced specialization and interdisciplinary learning. Doctoral programs are offered in 6 disciplines, alongside certification courses in emerging technology areas, and integrated Joint B.Tech. + MS and M.Tech. + Ph.D. pathways that support long-term academic and professional goals.

In today’s technology-driven and hyper-connected world, engineering institutes are expected to deliver transformative learning experiences. Ideas, information, and cultures are intersecting with rapid speed and complexity, demanding new kind of engineers—those who can thrive amid uncertainty, think across traditional boundaries, and drive innovation with purpose. At the same time, there is an urgent need to address the most pressing challenges of our era—ranging from sustainable agriculture, climate and energy systems, and precision medicine to equitable access to quality education. Meeting these demands requires a clear and forward-looking strategic plan—thoughtfully designed to address these imperatives and presented here as a guiding framework for future action and institutional advancement.

This strategic plan for 2030 outlines a five-year roadmap that integrates academic excellence, industry engagement, research innovation, student empowerment, and global connectivity. It envisions a dynamic learning environment where students explore diverse career pathways, connect meaningfully with alumni and industry leaders, and actively contribute to inclusive and sustainable development. With a strong emphasis on quality, creativity, and collaboration, K J Somaiya School of Engineering is positioned to evolve as a globally responsive institution, equipped to shape the future of engineering education.

Through this plan, we reaffirm our goal of empowering both students and faculty—encouraging exploration, innovation, and collaboration that drive lasting impact across society and the wider world, while remaining rooted in the values that define our institutional legacy.

A handwritten signature in blue ink, likely belonging to Dr. S K Ukarande.

Dr. S K Ukarande
Director, K J Somaiya School of Engineering
Dean, Faculty of Engineering and Technology
Somaiya Vidyavihar University



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STRATEGIC PLAN AGENDA

IMPLEMENTATION YEARS: 2025-2030



1. Transformative Education

2. Career Opportunities

3. Student Experience and Alumni Engagement

4. Immersive Industry Interaction

5. Advanced Research and Development

6. Quality Assurance

7. Sustainability Initiatives

8. Internationalization and Outreach

1



TRANSFORMATIVE EDUCATION

K J Somaiya School of Engineering provides a well-structured engineering education at UG, PG, and Ph.D. levels, including integrated degree programs that offers the following key features:

Learning by Doing

Dynamic blend of theoretical knowledge & hands-on experience in cutting-edge technologies.

Advanced Infrastructure

State-of-the-art laboratories and a curriculum aligned with NEP 2020 and industry requirements.

Skill Development

Focus on project-based learning, and practical applications.

Flexible Academic Pathways

Wide range of electives, honours, and minors for interest-based learning.

Research-Focused Environment

Applied research opportunities to foster PG & Ph.D. scholars' professional advancement.

Outcome-Oriented Education

Commitment to nurture proficient and innovation-driven engineers.

Development Agenda

To transform engineering education aligned with Academia 4.0, through evolving academic models that meet global educational demands and equip students with the skills and mindset to lead, create, and make a meaningful impact in a dynamic world.

Action Items:

<ul style="list-style-type: none"> ✓ Develop a structured a learner-centric ecosystem to ensure excellence in teaching, innovation in pedagogy, and implementation of high-quality blended learning methodologies, integrating digital tools and practical training. 	Immediately Actionable (1 Year)
<ul style="list-style-type: none"> ✓ Expand UG and PG programs in emerging engineering disciplines and launch interdisciplinary programs that integrate knowledge across multiple domains to foster innovative and critical thinking. ✓ Implement regular curriculum revisions to update and align course content with the latest industry trends and technological advancements. ✓ Integrate industry-designed modules and case studies in the curriculum to enhance real-world relevance and foster industry readiness. 	Planned Strengthening (1 – 3 Years)
<ul style="list-style-type: none"> ✓ Introduce Dual Degree options, within or across disciplines, thereby broadening career prospects and academic depth. ✓ Create flexible academic pathways and credit systems that allow high-performing fast-learner students to complete their degrees ahead of the traditional schedule. ✓ Introduce a system for awarding micro-credentials and digital badges that certify niche expertise gained through skill-specific short courses. ✓ Establish a dynamic credit model that offers optional additional credits for high-impact student achievements, such as quality publications, granted patents, functional start-ups, and developed products adopted for real-time use by external organizations. 	Progressive Implementation (2 – 5 Years)

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CAREER OPPORTUNITIES

K J Somaia School of Engineering is a gateway to diverse and high-impact career paths, offering the following key opportunities:

Wide Recruiter Network

Over 150 leading recruiters participating in campus placements across domains.

Attractive Salary Packages

Recent highest package: ₹58 LPA.
Average package: ₹11.35 LPA.

Academic Placements & Global Outlook

Admissions to top-ranked global universities for higher education, reflecting a strong academic foundation.

Entrepreneurship Ecosystem

riidl – SVU's Technology Business Incubator supporting start-up creation and growth; Minors in entrepreneurship providing foundational knowledge & skills.

Development Agenda

To continuously develop, evolve, and sustain high-impact practices that strengthen professional placements, foster entrepreneurial ambitions, and advance academic progression—empowering every student to achieve their full potential across chosen career pathways, while also enabling faculty to engage in professional advancement.

Action Items:

<ul style="list-style-type: none"> ✓ Leverage data analytics to track placement trends and conduct training programs accordingly to meet evolving industry demands. ✓ Encourage participation of UG students in national and international competitions to broaden exposure and strengthen profiles for higher education admissions. 	Immediately Actionable (1 Year)
<ul style="list-style-type: none"> ✓ Maintain high placement success, and enhance global placements through alumni network, engaging in international job fairs, and collaborating with global recruitment platforms. ✓ Enhance quality and diversity of recruiters by inviting top-performing companies and engaging with diverse industry associations. ✓ Motivate UG students to participate in faculty-led research or mega projects of the institute, and publish in indexed journals or reputed conferences, thus boosting competitiveness for selection into higher studies. 	Planned Strengthening (1 – 3 Years)
<ul style="list-style-type: none"> ✓ Formalize MoUs with premier companies for recurring placements. ✓ Introduce a Deferred Placement Policy allowing students to pursue entrepreneurship and offering a two-year window to return to recruitment, if required. ✓ Introduce a Faculty Start-up Policy aligned with NISP guidelines to promote innovation-driven ventures by faculty, without compromising their academic commitments. ✓ Identify faculty and students with high-potential research or innovations for targeted mentoring for start-up establishment. ✓ Develop executive education and continuing education programs targeting working professionals, entrepreneurs, and alumni for upskilling and lifelong learning. 	Progressive Implementation (2 – 5 Years)

3



STUDENT EXPERIENCE AND ALUMNI ENGAGEMENT

K J Somaia School of Engineering, a constituent of the Somaia Vidyavihar University, offers a vibrant 28-acre campus experience in the heart of Mumbai, nurturing holistic student development through the following highlights:

Inclusive & Diverse Culture

Bringing together students from varied backgrounds in a welcoming environment that values inclusion and global perspectives.

Vibrant Student Life

Energized by festivals organized for the students by the students — Abhiyantriki (Technical), Skream (Sports), Symphony (Cultural), and more.

Beyond Co-curricular & Extra-curricular Activities

Emphasizing hands-on, real-world application through Mega Live Projects spanning multiple disciplines and promoting community engagement.

Lifelong Alumni Connect

Strong network of 22,000+ alumni across 60+ countries—many in leadership roles or as founders—mentoring students to grow, lead, and belong to a community that lasts lifelong.

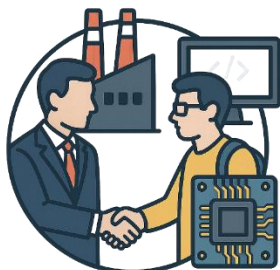
Development Agenda

To remain committed to placing students at the center of our efforts—enhancing their experience through innovation, inclusion, and engagement, while advancing initiatives that empower and connect generations.

Action Items:

<ul style="list-style-type: none"> ✓ Celebrate alumni success stories through social media, newsletters, and institute events to build pride and legacy. ✓ Guide Student's Council to continuously assess and respond emerging needs, trends, and challenges in student life. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Create platforms for students to address societal challenges and co-create interdisciplinary solutions, shaping them as responsible and contributing citizens. ✓ Build future-ready engineers by encouraging innovation, applied learning, and multidisciplinary engagement across all academic programs. ✓ Strengthen campus life by aligning student-led events, clubs, and activities with broader goal of innovation and well-being. ✓ Advance holistic development by strengthening existing co-curricular and extra-curricular programs, with added focus on leadership, teamwork, and social responsibility. ✓ Launch a structured alumni mentoring program connecting students with alumni for knowledge-sharing, career guidance, networking, and support. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Promote inclusive excellence by ensuring diversity, equity, and inclusion across policies, events, and student support structures. ✓ Establish regional and interest-based alumni groups to strengthen community ties, foster a sense of belonging, support professional growth, and encourage alumni-sponsored scholarships and institutional development contributions. 	<p>Progressive Implementation (2 – 5 Years)</p>

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IMMERSIVE INDUSTRY INTERACTION

K J Somaia School of Engineering fosters dynamic learning through industry interaction, offering the following key initiatives:

Industry-Academia Interface (IAI)

Collaborations with companies to develop industry-ready graduates through real-world exposure and joint initiatives.

Industry-Linked Labs

Center of Excellence in Industrial Automation by FESTO India and other programs helping students translate theory into practice and enhancing employability.

Semester Internship Program

Enabling students to gain practical experience; internships in top firms like Google, Microsoft, JPMorgan, Barclays, and more.

Faculty Development

Opportunities for collaborative research, learning of new technologies, and curriculum enrichment aligned with evolving industry trends.

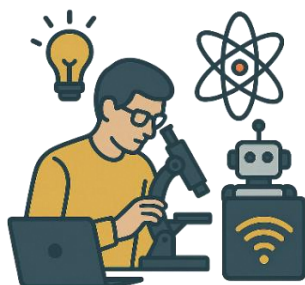
Development Agenda

To enhance industry engagement through meaningful partnerships and applied learning opportunities to promote innovation, career readiness, growth, and institutional relevance.

Action Items:

<ul style="list-style-type: none"> ✓ Establish new and enhance existing industry-academia collaborations that enable students to work on real-world problem statements under the guidance of industry mentors, while also promoting faculty engagement with industry for professional growth. ✓ Enhance national and international internship opportunities by expanding collaborations with domain-specific engineering companies to ensure structured, relevant, and high-quality industry exposure for students. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Establish industry training centers on campus focused on sector-specific skills, with hands-on, certified training by partner companies for enhanced employability and industry readiness. ✓ Organize annual Industry-Academia Conclaves bringing together industry leaders, alumni, faculty, and students to discuss trends, share insights, and initiate collaboration opportunities. ✓ Launch joint programs with industry at UG/PG level to align with emerging technologies, industry trends, and real-world skill demands. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Secure Corporate Social Responsibility (CSR) funding from industry partners through Somaia Trust to support R&D projects that address real-world industry challenges, drive innovation, and contribute to societal and technological advancement. ✓ Establish industry-sponsored research labs, projects, and technology training programs that facilitate product development, joint patents, and drive technological advancement. ✓ Enable faculty to deliver specialized training to industry professionals and actively contribute in advisory or board-level roles within MSMEs and other companies. ✓ Set up Industry Advisory Boards (IABs) for all disciplines comprising senior professionals from diverse sectors to provide strategic input on curriculum, research direction, and partnership opportunities. 	<p>Progressive Implementation (2 – 5 Years)</p>

5



ADVANCED RESEARCH AND DEVELOPMENT

K J Somaiya School of Engineering offers a robust and motivating ecosystem for R&D, featuring the following key elements:

Priority Research Domains

Focused efforts in Agricultural Technology, Healthcare Technology, Energy & Environment, Automation & AI, and Information Security.

Dedicated R&D Center - BETiC

Biomedical Engineering & Technology Innovation Center for medical device development and innovation.

Research Impact

Contributions through patents, publications, and industry-linked projects.

Interdisciplinary Collaboration

Centre for Healthcare Innovation & Outreach, in partnership with K J Somaiya medical institutes, fostering translational healthcare research.

Technology-Focused Research Units

Centre for AI & DS and Centre for Space Science & Technology focusing on cutting-edge technological research.

Development Agenda

To strengthen our research contributions and establish specialized research centers in key engineering domains to address grand challenges through the integration of expertise from multiple disciplines.

Action Items:

<ul style="list-style-type: none"> ✓ Establish the Centre on Agriculture Technology and Rural Innovation in collaboration with KIAAR to develop precision farming technologies tailored to the needs of Indian agriculture and empower rural communities through applied research. ✓ Establish the Centre for Electric Vehicles (EVs) to provide a hands-on platform for students to develop specialized skills, work on real-world projects in EV industry. ✓ Establish the Centre of Chip2Start aimed at enhancing capabilities in semiconductor R&D and fostering innovation from lab-scale prototypes to start-up-ready solutions. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Accelerate development and field integration of innovations from Centre for Space Science and Technology. ✓ Continue hosting the annual R&D conference as a platform for showcasing research excellence and fostering academic-industry partnerships. ✓ Build and strengthen research collaborations with leading academic institutions, research centers, and government organizations to facilitate knowledge exchange, joint major research projects, publications, and more. ✓ Set benchmarks for publishing in high-impact journals and reputed conferences to enhance academic reputation and visibility. ✓ Establish the Centre for IoT and Embedded System Design for developing smart, connected solutions across domains such as automation, healthcare, agriculture, etc. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Engage faculty in consultancy projects and technology transfer to bridge academic knowledge with real-world applications and generate revenue. ✓ Actively pursue national and international funding opportunities through ANRF, CSIR, and other foundations to support innovative research. ✓ Encourage researchers in filing patents and protect intellectual property emerging from institutional R&D. ✓ Develop a research park to attract industry R&D units, and facilitate translational research and innovation. 	<p>Progressive Implementation (2 – 5 Years)</p>

6



QUALITY ASSURANCE

K J Somaiya School of Engineering emphasizes Quality Assurance (QA) across academics, research, and institutional practices through the following key initiatives:

Commitment to Quality Standards

Active compliance with NAAC and NBA accreditation standards to ensure holistic institutional excellence.

Internal Quality Assurance Cell (IQAC)

Helping coordinate the institute's quality checks, processes, and initiatives to strengthen effectiveness.

Culture of Accountability

Upholding responsibilities through an approach rooted in innovation and institutional integrity.

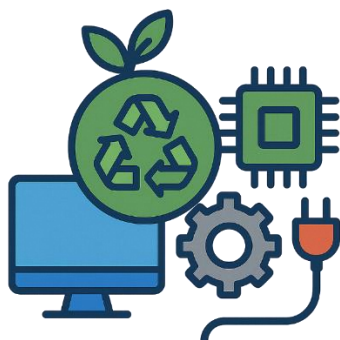
Development Agenda

To adapt to evolving educational standards and stakeholder needs through timely actions and consistent quality assurance, fostering a culture of continuous improvement and integrity.

Action Items:

<ul style="list-style-type: none"> ✓ Continuously monitor student learning outcomes to ensure alignment with program objectives and defined graduate attributes. ✓ Conduct recruiter surveys to align academic training with employer expectations and strengthen employability-focused education. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Establish a code of conduct for responsible technology usage among students and staff. Also integrate digital responsibility, data privacy, and AI ethics topics within core and elective courses to build a culture of ethical technology use. ✓ Ensure continuous alignment of academic programs with industry needs to meet current and future market demands. ✓ Encourage faculty and students to publish in high-impact journals and actively support research excellence and scholarly dissemination. ✓ Implement faculty support initiatives that promote professional development, foster an encouraging work environment, and ensure continuity in teaching and service roles during maternal, paternal, and elder care responsibilities through suitable adjustments. ✓ Sustain the practice of conducting academic and administrative audits periodically to assess curriculum delivery, faculty performance, and institutional processes. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Ensure timely upgrades to laboratory infrastructure to reflect current industry tools and technologies that support hands-on learning and research. ✓ Recruit qualified junior research fellows, programmers, and research associates to ensure skilled manpower for execution of advanced projects. ✓ Assess the social and national contribution of institutional initiatives and partnerships through measurable outcomes in employability enhancement, environmental impact, poverty alleviation, public awareness, and enriched student learning. 	<p>Progressive Implementation (2 – 5 Years)</p>

7



SUSTAINABILITY INITIATIVES

K J Somaiya School of Engineering actively integrates sustainability into academics, research, and student initiatives through the following key efforts:

Research Integration

Student and faculty participation in sustainability-focused projects like renewable energy research, climate action.

Campus Sustainability Practices

Adoption of green initiatives of SVU, including vermiculture, rainwater harvesting, and implementation of 3 R's — Reduce, Reuse, Recycle — in daily operations.

Innovation in Clean Technology

Development of India's first UPI-enabled EV charging station by students, supporting secure, seamless transactions via Google Pay, Paytm, etc., and aligned with global EV standards.

Social Impact through 'Parvaah'

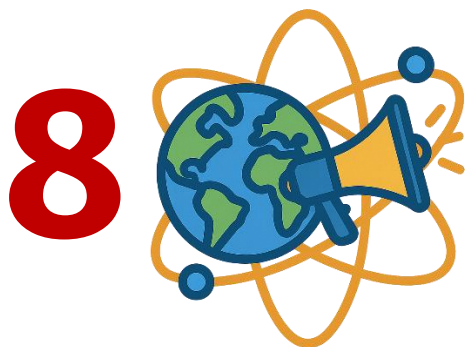
Focuses on creating social and environmental impact through hands-on volunteering, Eco Runs, sustainability drives, and awareness campaigns promoting eco-conscious living.

Development Agenda

To advance sustainability through integrated efforts in education, research, community engagement, and digital innovation, aligned with global goals for long-term institutional and societal impact.

Action Items:

<ul style="list-style-type: none"> ✓ Establish a dedicated Sustainability Council comprising faculty, students, and staff to guide, implement, and monitor institutional sustainability initiatives. ✓ Collaborate with local communities for sustainability outreach and awareness programs. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Incorporate the United Nations Sustainable Development Goals (SDGs) across curricula through case studies, project work, and dedicated modules to align education with global development priorities. ✓ Catalyze advanced R&D of cutting-edge sustainable engineering innovations by fostering interdisciplinary collaboration and problem-focused project initiatives. ✓ Drive digital transformation initiatives and smart campus development to modernize operations, enhance immersive learning, and enable technology-integrated academic experiences, contributing to long-term institutional efficiency and sustainable growth. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Introduce UG Minors Program or specialized PG programs in Sustainable Engineering & Technology to integrate sustainability into core engineering competencies and career pathways. ✓ Facilitate annual sustainability-themed Hackathons, Ideathons, and Makeathons to encourage student-led solutions addressing real-world environmental challenges. ✓ Align with global sustainability frameworks and UN-affiliated academic networks to strengthen curriculum relevance, foster international collaboration, and accelerate institutional impact toward achieving the SDGs. 	<p>Progressive Implementation (2 – 5 Years)</p>



INTERNATIONALIZATION AND OUTREACH

K J Somaia School of Engineering promotes internationalization and community outreach by implementing the following core initiatives:

Global Collaborations

Leveraging SVU's partnerships with top institutions across the USA, Europe, Asia, and Africa to enhance academics and research.

International Exposure

Semester Exchange Programs that offer students intercultural learning and global perspectives.

Community Outreach

Upholding the vision of the founder, late Shri K J Somaia, by engaging in socially impactful initiatives across the institution.

Student-led Social Engagement

Initiatives like Student's Association of Humanities and Science (SAHAS) drive impactful events that address key societal challenges.

Development Agenda

To build a strong international presence through expanded academic collaborations, foster cross-cultural engagement, enhance outreach to extend the benefits of education and technology into society, and strengthen institutional perception on global platforms.

Action Items:

<ul style="list-style-type: none"> ✓ Organize a yearly event dedicated to community service, including awareness campaigns, coding camps, and skill-building workshops for locals. ✓ Leverage global alumni networks to enhance international engagement and foster strategic partnerships. 	<p>Immediately Actionable (1 Year)</p>
<ul style="list-style-type: none"> ✓ Include global Online Modules in the curriculum to offer elective courses co-taught by faculty from international institutes. ✓ Host annual global events like hackathons, AI summits, and design competitions with global universities. 	<p>Planned Strengthening (1 – 3 Years)</p>
<ul style="list-style-type: none"> ✓ Establish partnerships with top 200 QS-ranked universities for Semester Abroad Program, student/faculty exchange, and summer schools. ✓ Introduce Joint Degree Programs with global universities in emerging areas of technology to enhance student exposure and opportunities. ✓ Develop structured policies for Faculty Exchange Programs with industries, institutes of national importance, and international universities, encouraging and enabling faculty to gain applied and global experience. ✓ Establish research clusters with international universities focusing on AI, Healthcare, Climate Tech, or other domains. ✓ Advance the institute's social responsiveness through initiatives like mobile innovation labs and co-innovation labs, where students collaborate with rural communities to enhance traditional tools, apply modern technology, and co-develop practical solutions, transforming communities into collaborators, not just beneficiaries. 	<p>Progressive Implementation (2 – 5 Years)</p>