COTTON UNIVERSITY, GUWAHATI

Established 1901 as Cotton College · Cotton University since 2017

Institutional Development Plan 2027–2032

COTTON 2032: FROM LEGACY TO LEADERSHIP

Building the Brahmaputra–Eastern Himalaya Knowledge University

WORKING DRAFT FOR DISCUSSION

For consideration by the Vice-Chancellor, IQAC, Academic Council, Executive Council, University Court and the Government of Assam

Draft version 0.1 · 13 November 2026

Nothing in this draft is an approved decision of any statutory body. All proposed centres, programmes, targets and budgets are recommendations for deliberation.

About this draft

Purpose and status

This document is a working draft of the Institutional Development Plan (IDP) of Cotton University for 2027–2032. It has been prepared to support deliberation by the University's statutory bodies under the Cotton University Act, 2017, and to align the University's planning with NEP 2020, the UGC guidelines for IDPs, the reformed NAAC accreditation framework and the National Institutional Ranking Framework (NIRF). It is not an approved plan. Every proposed centre, programme, post, target and budget figure is a recommendation that requires examination, costing and approval through the appropriate statutory process.

As required by the terms of reference, the draft is built in two stages. **Part A** is a source-based institutional profile and data audit that establishes what can be verified from the University's own published documents, where those documents disagree, and what still has to be established. **Part B** is the strategic plan, which is grounded in that audit.

Evidence conventions used throughout

Tag	Meaning	How to treat it
[V]	Verified: stated in an official Cotton University document or webpage, or in an official Government of India / Government of Assam / NAAC / NIRF source.	May be used as a baseline. Source is cited by code (e.g., S2).
[R]	Reported: stated in a credible secondary source (news report, aggregator) but not yet located in an official University document.	Use with caution; confirm against University records before adoption.
[A]	Analytical: an inference, calculation or judgement made by the drafting team from verified data.	Open to challenge; the reasoning is shown.
[TBV]	To be verified through institutional audit: no reliable source found, or sources conflict.	Must be established by IQAC/Registry before the plan is finalised.
[P]	Proposed: a recommendation of this draft.	Not an existing or approved initiative.

Source codes (S1, S2, …) refer to the numbered source register at the end of the document. Figures in Indian rupees use crore (1 crore = 10 million) and lakh (1 lakh = 100,000).

A note on the 125th-year milestone

Cotton College was inaugurated on 27 May 1901 [V, S1]. The 125th anniversary of its founding therefore fell on 27 May 2026, which the University marked under its own convention as the **126th Foundation Day** [R, S31]. This plan uses "Cotton 125" to denote the anniversary year 2026–27 and treats the IDP period 2027–2032 as the first plan of the University's second century-and-a-quarter. The University should adopt one consistent convention in all official communication.

Executive summary

The proposition

Cotton University carries one of the longest institutional memories in Northeast India: a college founded in 1901, a Centre of Excellence and post-graduate college from 1992, a state university from 2011 (as Cotton College State University) and a unified unitary university since 2017 [V, S1]. It received NAAC Grade A (CGPA 3.05) in its first cycle as a university, valid from 5 September 2024 to 5 September 2029 [V, S2; S14]. Yet the data the University itself submits to national systems shows an institution still in transition: research receipts that fell from ₹5.00 crore in 2021-22 to ₹1.20 crore in 2023-24, zero consultancy income, placement of 9% of on-time UG graduates and 22% of PG graduates, a senior faculty tier of only 19 Professors, near-total dependence on salary grants, and almost no students from outside Assam [V, S2].

The central argument of this draft is that Cotton University should not try to become a smaller copy of a large comprehensive university. It should become **the knowledge university of the Brahmaputra–Eastern Himalaya region**: an institution whose teaching, research and public service are organised around the questions that matter most to the people of this basin, and that is recognised nationally and internationally because of that focus. Its 125-year legacy is the means of achieving this, not an ornament to it.

A distinctive institutional identity: the five commitments of Cotton 2032

1. Legacy as a working asset. The rare-book and manuscript archive, the Anthropological Museum, the 1991 campus excavation material, century-old hostels and a dense alumni network become live resources for teaching, research and fundraising through a proposed Cotton Heritage, Archives and Indian Knowledge Systems Centre and a Cotton 125 Endowment [P].

2. The basin as the classroom. Research and curricula organised around five Brahmaputra–Eastern Himalaya Grand Challenge Clusters (climate–water–disaster; biodiversity and ecosystems; heritage, languages and society; computation, AI and materials; public policy and regional transformation), anchored in existing centres and departments [P].

3. Three campuses, three roles. Panbazar (12.04 acres) as the heritage, humanities and city-facing campus; Rupnagar (4.59 acres) completed as a graduate, international and policy hub; Bongora (47.62 acres) developed as a net-zero-ready science, climate and innovation campus [V for areas, S4; roles P].

4. An east-facing international university. A Japan–Southeast Asia–Himalaya corridor built on the existing Japanese research links of C4R, the 2026 NER–Japan consortium Letter of Intent and the Act East policy [V/R, S7, S20; P].

5. The public-service university. A deliberate extension of Cotton's historic role in forming Assam's administrators, scholars and public leaders into evidence-based policy support, school partnerships and competitive-examination preparation [P].

Five priority development objectives

Priority	Institutional development objective	Principal pillars
Historical legacy	Build on Cotton's 125-year academic heritage.	Pillar 11 (Heritage, Archives and IKS); Pillar 10 (Cotton 125 Endowment); Pillar 7
Research excellence	Develop interdisciplinary research clusters and internationally competitive centres.	Pillars 2, 3, 4

Eastern Himalayan leadership	Position Cotton as a knowledge hub for climate, biodiversity and regional development.	Pillars 2, 3, 7
Academic transformation	Introduce contemporary multidisciplinary programmes and strengthen research-oriented education.	Pillars 1, 6
Institutional sustainability	Develop modern infrastructure, digital governance and diversified financial resources.	Pillars 5, 8, 9, 10

Headline targets for 2032 [P]

- Sponsored research receipts restored and raised from ₹1.20 crore (2023-24) to at least ₹25 crore per year, with at least three multi-institution grants of ₹5 crore or more led or co-led by Cotton faculty.
- Five Grand Challenge Clusters operational, each with a named director, shared facilities and a five-year research agenda; the two youngest existing centres (C4R and the Centre for Biodiversity Research) each holding at least one national-scale programme grant.
- Senior faculty strengthened: Professors from 19 to at least 45; all sanctioned teaching vacancies filled; a funded post-doctoral programme of at least 30 positions. (each dept.)
- Placement of on-time PG graduates from 22% to at least 45%, and a tracked graduate-outcome rate (placement + higher studies + self-employment + competitive-examination success) above 85%. 100%
- At least 10 active international agreements with defined deliverables (against 2 international partners in the current MoU register), 150 incoming international students and scholars per year, and 2 joint/dual degree programmes.
- The two new academic buildings proposed by the Vice-Chancellor commissioned by 2030, housing the Central Instrumentation Facility and relieving departmental congestion; Bongora campus master-planned, with its first science and climate block commissioned; and the stalled Rupnagar campus completed.
- NAAC: successful re-accreditation before September 2029 under the binary and Maturity-Based Graded Levels framework; NIRF: entry into the University and State Public University ranked lists. & compete at international ranking like THE, QS. Global University ranking.

Investment

Three indicative five-year investment scenarios are set out in Section 21: **Essential (₹250 crore)**, **Moderate expansion (₹500 crore)** and **Ambitious transformation (₹900 crore)**, excluding existing salary and recurring budgets. These are planning estimates prepared for this draft, not verified allocations. The draft recommends adopting the Moderate scenario as the planning basis, with the Ambitious scenario as the target if a PM-USHA MERU-type grant, a HEFA loan for Bongora, or a major philanthropic anchor gift is secured [A, P].

What the statutory bodies are asked to decide

1. Endorse the distinctive identity and the five commitments as the organising frame of the IDP.
2. Direct IQAC and the Registry to complete the institutional data audit in Section 3.4 within six months, so that verified baselines replace the "to be established" entries in the KPI matrix.

3. Constitute an IDP Steering Committee and Programme Management Unit (Section 25) and authorise the stakeholder consultation in Section 24.
4. Approve the Phase I (2027--2028) priority actions for costing and inclusion in the 2027-28 budget proposal to the Government of Assam.

PART A

Source-based institutional profile and data audit

1. Introduction, historical legacy and institutional identity

1.1 Institutional chronology [V]

Year	Milestone	Source
1899	Manik Chandra Barooah petitions the government for a college in Guwahati; Chief Commissioner Sir Henry Stedman Cotton announces one on 3 November 1899.	S1; Wikipedia (secondary)
27 May 1901	Cotton College inaugurated, initially under Calcutta University.	S1
1948	Becomes a constituent college of the newly founded Gauhati University.	S1
16 Oct 1992	Declared a Centre of Excellence; becomes a post-graduate college.	S1
2011	Cotton College State University (CCSU) established by Act XIX of 2011, with Cotton College as constituent unit.	S1, S3
Nov 2016	Cotton College re-accredited A++ (CGPA 3.76 on a 4-point scale), third NAAC cycle.	S15 [R]
1 Jun 2017	The Cotton University Act, 2017 unifies CCSU and Cotton College; UGC 2(f) on 1 June 2017 and 12B on 13 June 2017.	S1, S3, S33
2023-24	FYUGP under NEP 2020 introduced.	S1
Feb 2024	Selected for PM-USHA "Grants to Strengthen Universities": ₹20 crore.	S16, S17
5 Sep 2024	NAAC Grade A (CGPA 3.05, 7-point scale), first cycle as a university; valid to 5 Sep 2029.	S2, S14
2026	125 years since founding; Centre for Biodiversity Research established under the Department of Zoology; NER–Japan consortium Letter of Intent (March); MoU with Kagawa University (August, per institutional record).	S9, S20, S21, [TBV] for Kagawa MoU document

1.2 What the legacy consists of

Cotton's legacy is usually described in terms of reputation and distinguished alumni. For planning purposes it is more useful to list the tangible assets that the legacy has left the University, because each can be put to work [A]:

- **Archival and documentary assets.** The University describes the Dr Surya Kumar Bhuyan Library as holding the largest rare-book and document archive in the Northeast, with digitised rare books and manuscripts some dating to the 18th century, about two lakh books and special collections such as the Homen Borgohain collection [V, S3].
- **Material-culture assets.** An Anthropological Museum with ethnographic and prehistoric collections, including early medieval material from a 1991 excavation on campus [V, S3].

- **Built heritage.** Historic academic blocks and residential halls; several boys' hostels date from 1902–1913 [R, Wikipedia]. The KBR Auditorium and Sudmerson Hall are long-standing civic venues [V, S7].
- **Human and social capital.** A long record of forming Assam's political, administrative and intellectual leadership, and an active Cotton Alumni Association [V, S3; R, S28].
- **Pedagogical tradition.** Early NEP-type innovation, e.g. the Bachelor of Liberal Arts programme (2020), cited by the University as a model for NEP implementation [V, S3].

1.3 The transition problem

The University's own Self-Study Report (SSR) of July 2023 is candid that it is "a fledgling, resource-constrained university" and lists as weaknesses limited national and international recruitment, too few applied and professional programmes, inadequate academic buildings, limited internal revenue, large teaching and non-teaching vacancies, limited research opportunity, the absence of a faculty-improvement or post-doctoral policy, and a scattered campus [V, S3]. The Academic and Administrative Audit (AAA) of April 2023 independently records "paucity of resources and infrastructure" and difficulties in the college-to-university transition, and recommended that the University "prepare a development roadmap under NEP 2020" [V, S4]. This IDP is in part a response to that recommendation.

Three structural features of the transition deserve emphasis because they shape every recommendation that follows [A]:

1. **Unfinished delinking.** The SSR lists the unresolved delinking of the Higher Secondary programme under the CU Act, 2017 as a challenge [V, S3], and the University was still admitting the 2026-27 HS first-year batch [V, S12]. The HS function consumes space, staff time and management attention that a research university needs.
2. **A college cost structure inside a university mandate.** In 2023-24, salaries were ₹66.9 crore while laboratory equipment purchases were ₹0.14 crore, library capital ₹0.09 crore and seminars ₹0.15 crore [V, S2]. That is the spending profile of a teaching college.
3. **A dispersed estate.** The University holds land at Panbazar (12.04 acres), Rupnagar (4.59 acres) and Bongora (47.62 acres) [V, S4], but the Rupnagar campus has been reported as stalled for lack of funds [R, S26] and Bongora is undeveloped [TBV]. In 2024 a proposal to allocate campus space to outside parties for revenue generated public controversy and was opposed by the Chief Minister and student bodies [R, S25].

2. Institutional profile and present status

This section consolidates what can be verified from the University's own documents. The most recent comprehensive dataset is the NIRF 2025 data submission (reference year 2023-24) [S2]; the most comprehensive descriptive source is the NAAC SSR of July 2023 (reference period 2017-18 to 2021-22) [S3]. Where the two differ, both are shown and the difference is logged in Section 3.

2.1 Governance and status [V]

Item	Position	Source
Legal basis	Cotton University Act, 2017 (Assam); unitary, non-affiliating state university; 0 affiliated colleges	S3, S33
UGC recognition	Section 2(f): 1 Jun 2017; Section 12B: 13 Jun 2017	S3
Chancellor	Governor of Assam	S33
Vice-Chancellor	Prof. Ramesh Chandra Deka (named in 2026 prospectus and in 2026 MoU reports)	S1, S22
Statutory bodies	Court, Executive Council, Academic Council, Boards of Studies, Finance Committee, Selection Committee; Research Council constituted under the First Statutes	S3
Faculties	SSR lists three: Physical, Chemical and Mathematical Sciences; Language, Literature and Linguistics; Human and Social Sciences. A Faculty of Life Sciences is referred to in 2025 notifications.	S3; S11 [TBV]
IQAC	Functional since 1 Jun 2017; reconstituted 30 Jul 2021; online student feedback since 2018	S3
NAAC	Grade A, CGPA 3.05; valid 05-09-2024 to 05-09-2029	S2, S14
NIRF	Participated in NIRF 2025 (Overall DCS submitted). No ranked position for Cotton University located in published 2025 lists reviewed; a 2020 University rank-band of 151–200 is reported by secondary sources.	S2; [TBV]

2.2 Students [V]

Programme (NIRF 2025, all years)	Male	Female	Total	Outside Assam	Outside India	SC/ST/OBC
UG 3-year (legacy)	725	1,210	1,935	39	0	1,010
UG 4-year (FYUGP)	336	537	873	20	0	246
PG 2-year	556	1,359	1,915	19	0	1,070
Total UG + PG	1,617	3,106	4,723	78 (1.7%)	0	2,326 (49%)
PhD (full-time, 2023-24)	–	–	574	–	–	–

Table 2.2. Student strength reported to NIRF 2025 (S2). Women are 66% of UG + PG students. The SSR (2023) reported 5,619 students including 343 PhD scholars and 28 PG Diploma students (S5).

The 2026 UG prospectus lists 27 FYUGP majors (17 BA, 10 BSc) plus BCA, with 1,041 regular seats, and three self-financing programmes (Mass Communication, Biotechnology, BCA) [V, S1]. The AAA counted 86 programmes (UG 26, PG 30, PG Diploma 3, PhD 27) [V, S4]. A one-year PG

programme on the 4+1 pattern is being designed for the 2027 admitted session [institutional record, TBV in published form].

2.3 Faculty and staff [V]

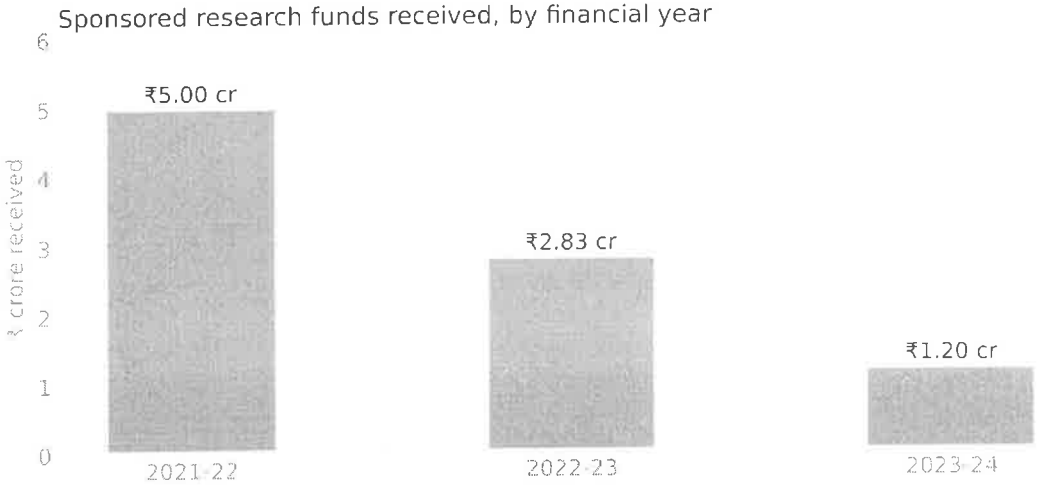
Category	SSR 2023 (sanctioned / filled / vacant)	NIRF 2025 (currently working)
Professor	27 / 4 / 23	19
Associate Professor	54 / 47 / 7	66
Assistant Professor	205 / 184 / 21	208
Total teaching	286 / 235 / 51 (17.8% vacant)	293
Non-teaching	294 / 193 / 101 (34.4% vacant); 43 contractual	—
Technical	21 / 19 / 2; 8 contractual	—
PhD-qualified permanent teachers	207 of 235	—
Distinguished appointments	1 Emeritus, 4 Adjunct, 0 Visiting Professors; no endowed chairs	—

Table 2.3. Sources: S3 (SSR) and S2 (NIRF 2025). The NIRF count exceeds the SSR sanctioned strength; see discussion in Section 3.2.

2.4 Research [V]

Indicator	Value	Period	Source
Sponsored projects (number)	35 / 43 / 42	2021-22 / 22-23 / 23-24	S2
Sponsored funds received	₹4.997 cr / ₹2.826 cr / ₹1.201 cr	2021-22 / 22-23 / 23-24	S2
Research funding, five years	₹21.26 cr; 161 funded projects	2017-18 to 2021-22	S3
University seed money	₹9 L → ₹31 L per year	2017-18 → 2021-22	S3
Publications	883 papers in UGC-CARE journals; 411 books/chapters; avg. citation index 6.22; institutional h-index 28	5 years to 2021-22	S3
PhDs awarded	11 / 36 / 81	2021-22 / 22-23 / 23-24	S2
Recognised PhD supervisors	196	2023	S3
Patents granted	6 (2023); 0 published 2021–23	calendar years	S2
Consultancy income	₹0 in every reported year	2017-18 to 2023-24	S2, S3
Executive development programmes	3 programmes, 449 participants, ₹19.97 L	2023-24	S2

Infrastructure research grants	DST-FIST, DBT, DoNER, ASTEC to 10 departments	to 2023	S3
DBT-BUILDER	≈₹4.33 cr, 5 years (interdisciplinary life sciences)	2022–27	S3, S8
ANRF-PAIR	Cotton faculty participate in the JNU-hub PAIR network (2025–2030). Listed amounts (₹98.70 cr, ₹100 cr, ₹138.52 cr) are network totals; Cotton's share is not stated.	2025	S8 [TBV share]



Source: Cotton University NIRF 2025 data submission (DC5)

Figure 1. Sponsored research receipts more than halved over the three years (S2)

2.5 Existing centres and research facilities

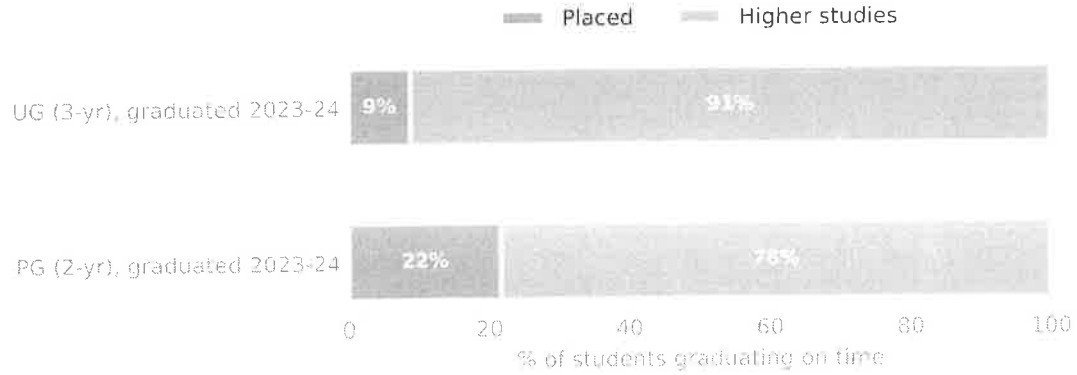
Centre / facility	Verified description	Status
Centre for Clouds and Climate Change Research (C4R)	Based in the Department of Physics; five research foci (climate system, hydrological cycle, palaeoclimate proxies, climate modelling, impacts and policy); CAAQMS (₹1.8 cr, MoEF&CC); RPG single-polarisation radiometer (₹1.5 cr, MoES) for lightning studies with IITM Pune; Blitzortung lightning node; ground rainfall network of 16 nodes in Assam, 8 in Meghalaya and 10 in Bangladesh with Japanese universities; long rainfall and storm databases; partners include Kochi, Kyoto, Kagawa, Tokoha and Tokyo universities, IISc, NIH Roorkee, IIT Guwahati. Founding year not stated; predecessor "ICRC".	Existing [V, S7]
Centre for Biodiversity Research (CBR)	Established 2026 under the Department of Zoology; integrates taxonomy, ecology, molecular biology, bioinformatics and geospatial approaches.	Existing, new [V, S9]
Centre for Women's Studies (CWS)	Gender studies courses in UG; gender audit (2019) described as first in NE India; MoU (2024) to establish a Disability Research and Training Unit with CDRT, Kirori Mal College.	Existing [V, S3, S6]

Centre for Language Arts and Culture	Listed among departments/centres in the SSR. The terms of reference call it "Centre for Language, Culture and Art"; the official name should be confirmed.	Existing [V, S3; name TBV]
Capacity Building Centre (CBC)	Established 1 Jan 2022; training for faculty, staff and students; UPSC/APSC coaching at 80% fee discount; school outreach.	Existing [V, S10, S3]
Central Instrumentation Facility	CO incubator, flow cytometer, fluorescence microscope, rotary evaporator, X-ray source, radiometer; Instrument Development & Service Centre. The AAA recommended a Central Sophisticated Instrumentation Centre with NMR, SEM and XRD.	Existing, limited [V, S13, S4]
Other units	R&D Cell; Innovation & Incubation and IPR cells (per AAA); Placement and Career Counselling Cell; Guidance and Counselling Cell; NECTAR technology demonstration centre (MoU 2023–28); Anthropological Museum; 27 individual research laboratories.	Existing [V, S3, S4, S6]

2.6 Infrastructure [V]

Item	Verified value	Source
Land	Panbazar 12.04 ac; Rupnagar 4.59 ac; Bongora 47.62 ac (total 64.25 ac)	S4, S3
Built-up area	60,460 m² (main campus)	S3
Buildings	13 (1 administrative, 12 academic). Named academic buildings include MCB, BKB and the "New Academic Building". The Vice-Chancellor has proposed two further academic buildings (Section 12.1).	S4, S35
Teaching spaces	173 ICT-enabled classrooms; 10 seminar halls; 66 teaching/research labs	S3
Auditoria and halls	2 auditoria (420 and 200 seats); 3 seminar halls (50–150); 2 conference halls (30, 50)	S3
Hostels	SSR: 4 boys', 3 girls' (2 PG women's hostels planned). AAA: 10 (6 boys', 4 girls', some under construction).	S3, S4
ICT	536 student computers; ~700 LAN points; 100 Mbps NKN + 20 Mbps backup	S3
Library	≈1.9–2 lakh books; SOUL 2.0; JSTOR; DELNET, INFLIBNET; Braille and screen-reader facilities	S3, S4
Accessibility	Lifts/ramps and accessible toilets in >80% of buildings	S2
Sustainability	Solar panels, rainwater harvesting, single-use plastic ban. composting, e-waste MoU; STP under construction (2023)	S2, S3

2.7 Student outcomes [V]



Source: NIRF 2025 PCS. UG: 54 placed, 563 higher studies of 623. PG: 156 placed, 557 higher studies of 721.

Figure 2: Outcomes of students graduating on time in 2023-24. Placed counts include employment and start-ups.

Over 2017-18 to 2021-22 the SSR reports placement of 17.21% of outgoing students, progression to higher education of 41.51%, 611 students qualifying state/national examinations, and scholarships reaching 79% of students [V, S3]. Alumni financial contributions totalled ₹16.9 lakh over five years [V, S3].

2.8 Partnerships [V]

The official MoU register lists 34 dated agreements and 5 "under process", of which 2 are with international institutions (Christian-Albrechts-Universität Kiel, Germany, expired 2025; Muséum national d'Histoire naturelle, Paris, to 2027) [V, S6]. More recent agreements reported in the press include Balipara Foundation (May 2025), ASSAC (August 2025), NITTTR Bhopal for semiconductor science and IPR (January 2026), IIT Guwahati (five-year MoU, 2026), Aaranyak (July 2026), and a Letter of Intent to join the NER–Japan International Academic and Research Consortium with IIT Guwahati and Gifu University (March 2026) [R, S17–S24]. C4R reports research partnerships with five Japanese universities [V, S7], and a Cotton–Kagawa workshop was held in Takamatsu in 2026 [R, S21]. MoU signed between Kagawa University, Japan and Cotton University on 1st August 2026 at Kagawa University in Takamatsu.

2.9 Finance [V]

Head (₹)	2021-22	2022-23	2023-24
Salaries (teaching + non-teaching)	57.85 cr	66.69 cr	66.88 cr
Maintenance, consumables, running costs	3.89 cr	5.79 cr	4.57 cr
Library (capital)	9.1 L	6.2 L	9.1 L
New laboratory equipment	39.4 L	11.4 L	14.2 L
Other capital assets	67.7 L	1.47 cr	76.9 L
Seminars, conferences, workshops	21.5 L	11.0 L	15.1 L

Table 2.9: Expenditure reported to NIRF 2025 (S5). Capital (building) expenditure is not broken out from NIRF capital figures. The University's total annual budget and the composition of its grant income are not found in publicly accessible documents [TBV].

Known external capital commitments: PM-USHA Grants to Strengthen Universities ₹20 crore (2024) [V, S16]; a state budget provision of ₹15 crore for infrastructure reported by the Assam Tribune (budget year to be confirmed) [R, S27]; infrastructure grants of ₹44.99 crore over 2017-18 to 2021-22 [V, S3]. The utilisation status of PM-USHA funds is not published [TBV].

3. Data audit: inconsistencies, gaps and required verification

3.1 Sources examined

The review covered the main website and its subdomains (admissions, NAAC, departmental and centre sites), the UG Prospectus 2026, the NIRF 2025 data submission, the NAAC SSR (July 2023), the Academic and Administrative Audit Report (April 2023), the MoU register, the research-project register, departmental pages (Zoology, EBWS, C4R, CBC) and notifications. Official national sources (PM-USHA approval list, India Code) and press reports were used for corroboration. The main domain could only be reached through search-indexed pages and documents in this review; some menu-level pages (annual reports, statutes, audited accounts, the full faculty directory) could not be examined and are listed as gaps.

3.2 Inconsistencies found

#	Item	What the sources say	Recommended resolution
1	Campus area	SSR profile: 24.9 ac main campus. SSR Criterion 4: 64.25 ac split campus. AAA: Panbazar 12.04 + Rupnagar 4.59 + Bongora 47.62. Other sites: 30 or 39.82 ac.	Registry to publish a land schedule with survey records for each campus.
2	Number of departments	SSR text: 31; SSR list: 32; Criterion 4: 30 departments + 2 centres; AAA: 33.	Publish an authoritative list of departments, centres and faculties.
3	Functional MoUs	SSR executive summary: 42. SSR Criterion 3: 24. Current register: 34 dated + 5 under process; two rows contain date errors (end year "207"; end date before start).	Single MoU database with status, deliverables and expiry alerts.
4	Teaching strength	SSR: 235 filled of 286 sanctioned. AAA: 243 incl. adjuncts. NIRF 2025: 293 currently working (19/66/208).	Reconcile regular, contractual and guest faculty; publish sanctioned vs filled by department.
5	PhDs awarded	SSR cites both 114 and 87 for the same period.	Confirm from Controller of Examinations records.
6	Publications	SSR: 953 and 883 UGC-CARE papers (same period). AAA: 646 journal papers.	Adopt one counting rule (Scopus/WoS + UGC-CARE), maintained in a research information system.
7	Student numbers	SSR: 5,619 incl. PhD. AAA: 4,493 + 200 scholars. NIRF 2025: 4,723 UG+PG + 574 PhD.	Census date and definition to be fixed annually.
8	Hostels	SSR: 7 (4 boys', 3 girls'), capacities ambiguous. AAA: 10 (6+4). Historical lists name 8.	Hostel inventory with bed capacity and condition rating.
9	Institution name in NIRF	NIRF 2025 DCS still lists "Cotton College State University [IR-O-U-0675]".	Request name correction on the NIRF portal.
10	Programme count	SSR: 92 programmes; AAA: 86.	Publish programme catalogue with approval dates.
11	ANRF-PAIR value	Research register lists ₹98.70 cr, ₹100 cr and ₹138.52 cr for the same network.	Record Cotton's sanctioned share separately from network totals.
12	Anniversary numbering	125 years on 27 May 2026; University convention: 126th Foundation Day.	Adopt one convention for Cotton 125 branding.

13	Centre names	C4R appears as "Centre for Clouds and Climate Change Research", "Centre for Cloud and Climate Change" and earlier "ICRC". "Centre for Language Arts and Culture" vs "Centre for Language, Culture and Art".	Executive Council notification fixing official names.
14	Vision and mission	The SSR (2023) and the UG Prospectus (2026) carry different vision/mission texts.	Adopt the revised statement in Section 6 through the statutory bodies.
15	Department list in the VC's Academic Building Plan	The plan (S35) names Semiconductor, Commerce and Physical Education, which are not in the SSR department list (S3). It does not allocate Computer Science and IT, Geology, Philosophy or the Centre for Language Arts and Culture.	Confirm the status of the new units; allocate the omitted departments before approval.

3.3 Information gaps

- Annual reports and audited annual accounts for 2022-23 onward; total budget and grant-in-aid composition.
- Approved First Statutes/Ordinances currently in force and any amendments since 2017.
- Current faculty directory with designation, specialisation and research profile (Scopus/WoS IDs).
- Scopus/Web of Science publication and citation data for 2021–2026.
- Status of PM-USHA (₹20 crore) project components and utilisation.
- Bongora campus: title, access, master plan status; Rupnagar: estimated cost to complete.
- Hostel bed capacity and occupancy; faculty and staff housing stock.
- AQARs submitted after the 2024 accreditation, and the NAAC Peer Team Report recommendations.
- NIRF 2026 participation and result.
- Sites, floor areas, cost estimates and funding sources for the two academic buildings proposed by the Vice-Chancellor; Executive Council approval status.
- Higher Secondary delinking plan and timetable.

3.4 Data audit actions (Phase I, first six months)

1. IQAC to publish a single **Institutional Fact Book 2026-27** with fixed census dates and definitions, reconciling items 1–15 above.
2. Registry and Finance Officer to publish audited accounts and the 2027-28 budget in a standard public format.
3. Dean (R&D) to set up a research information system (faculty profiles, projects, outputs, IPR) and to commission a bibliometric baseline for 2021–2026.
4. Estate Office to prepare a land, building and hostel inventory with condition ratings, as the input to the campus master plan.
5. All baselines in the KPI matrix (Section 22) marked "to be established through institutional audit" to be filled from the Fact Book.

PART B

Situation analysis and strategic plan

4. Institutional situation analysis

4.1 Academic strengths

Cotton offers an unusually broad disciplinary range for a unitary state university of its size: sciences, social sciences, seven language and literature departments (Assamese, Bengali, Bodo, Hindi, English, Sanskrit, and Arabic, Persian and Urdu), plus Mass Communication, Law, Library and Information Science, Archaeology, Anthropology, Environmental Biology and Wildlife Sciences, Molecular Biology and Biotechnology, and Computer Science and IT [V, S3]. FYUGP has run since 2023-24 with multiple entry–exit, a research-honours track for students above CGPA 7.5, and Academic Bank of Credits registration (4,049 students by June 2023) [V, S1, S3]. Progression is the University's clearest academic strength: 91% of 2023-24 UG graduates and 78% of PG graduates went on to higher studies [V, S2].

Gaps [A]: the programme portfolio is almost wholly in traditional single-discipline honours and master's degrees; there are no integrated programmes [V, S3]; professional and applied programmes are few; and new areas such as data science, climate science, geospatial technology or semiconductor materials exist at most as value-added courses or MoU intentions. The University's regional "catchment" is narrow: 98% of students are from Assam [V, S2].

4.2 Research ecosystem

- **Scale and trend [A].** Research receipts per faculty member in 2023-24 were about ₹4.1 lakh (₹1.20 crore ÷ 293). The decline from ₹5.0 crore (2021-22) indicates that several large projects ended without replacement, a sign of dependence on a few principal investigators.
- **Capability is concentrated.** Identifiable clusters with national or international reach exist in atmospheric and climate science (C4R and Physics), life sciences (DBT-BUILDER, ANRF-PAIR participation through Chemistry/EBWS/CS&IT), geology (DST-TEXMiN, CSIR, SERB), and heritage sciences (archaeology partnerships with MNHN Paris, Kiel, MAKAIAS; accelerator-based dating with BARC/IUAC) [V, S3, S6, S7, S8].
- **Enablers missing.** No post-doctoral or faculty-improvement policy [V, S3]; limited sophisticated instrumentation (no NMR, SEM or XRD) [V, S4]; no high-performance computing facility identified [TBV]; zero consultancy and only six patents granted to date in the reported window [V, S2]. (well networked campus; 8 design 1 process patents; hindrance free internet service)
- **Internal funding is mostly micro-grants.** Of 138 project entries for 2023–2026 in the research register, 96 are in-house grants, typically ₹1 lakh [V, S8]. This builds a research habit but not research capacity.
- **PhD output is rising fast.** Awards rose from 11 to 81 in two years, with 574 full-time scholars [V, S2]. Supervisory load and quality assurance need attention [A].

4.3 Human resources

The faculty pyramid is very flat at the top: 19 Professors (6.5%), 66 Associate Professors (22.5%) and 208 Assistant Professors (71%) [V, S2; A]. Of 27 sanctioned Professor posts, only 4 were filled at the time of the SSR [V, S3]. Non-teaching vacancies were 34% [V, S3]. The AAA found faculty numbers below UGC student–teacher norms, limited staff training, and a need to streamline non-teaching career advancement [V, S4]. The student–teacher ratio, computed from NIRF data (5,297 students

Present data has changed considerably

including PhD ÷ 293 teachers), is about 18:1 [A]; the true ratio depends on how contractual staff and the HS programme are counted [TBV].

4.4 Infrastructure

Teaching space is adequate in number (173 ICT-enabled classrooms) but the AAA records departmental space constraints, an inadequate computer-to-student ratio and Wi-Fi gaps [V, S3, S4]. The 100 Mbps network backbone is modest for a research university [A]. Hostel capacity is uncertain and appears small relative to enrolment [TBV]. There is no international guest house, no international-standard convention facility, and no dedicated innovation or incubation building [TBV]. The heritage character of Panbazar limits vertical expansion, which makes Bongora the University's principal growth option [A].

4.5 Student development

Student support is broad but thin: a Placement and Career Counselling Cell, Guidance and Counselling Cell, Capacity Building Centre, Startup Manthan events with Assam Startup, free civil-services coaching (Proyaax for 30 girl students; Project Prastuti for 400 aspirants) and an active cultural and sports life (217 awards over five years) [V, S3; R]. The University has no full-time career services staff structure, no incubator of its own, no structured internship credit management at scale, and limited international exposure for students [A/TBV].

4.6 Governance and administration

The statutory structure is complete, e-governance covers administration, finance, admission and examinations, and audits by the Accountant General and external auditors report no outstanding objections [V, S3]. Weaknesses identified by the AAA include budget allocation not aligned with strategic goals, no published IQAC annual plans, partial e-governance, weak file tracking and maintenance coordination, and a need for more robust grievance redressal [V, S4]. Data inconsistency across official documents (Section 3) is itself a governance finding [A].

4.7 Institutional positioning

Institution	Comparable feature	Position (latest found)	Lesson for Cotton
Gauhati University	Largest state university in Assam; 650-acre campus	NIRF 2025: University #33, State Public University #9; NAAC A+ (CGPA 3.32) [R, S29]	Scale and breadth cannot be matched; Cotton must compete on focus and quality.
Dibrugarh University	State university, regional mandate (Upper Assam)	PM-USHA MERU ₹100 crore (2024) [V, S16]; NIRF State Public University #30 [R, S30]	MERU selection is the benchmark Cotton should prepare for in the next PM-USHA cycle.
Presidency University, Kolkata	Historic college (1817) upgraded to university (2010)	Appears in NIRF 2025 University list (~rank 181) [R]	A legacy college can enter national rankings within 15 years by investing in research faculty.
Ravenshaw University, Cuttack	Historic college (1868) upgraded (2006)	[TBV]	Similar transition challenges; useful peer for benchmarking.

Tezpur University / IIT Guwahati	Central institutions in Assam	Research-intensive; existing MoU partners [V, S6, S19]	Partners rather than competitors: shared facilities, joint supervision.

Assessment [A]. Cotton's competitive position rests on location (the centre of Guwahati, close to government, the High Court, the RBI and the city's cultural institutions), brand, a high-quality intake and research niches that are genuinely distinctive. It is weak on research scale, senior faculty, external income, placements and national visibility. The University does not appear in the published NIRF 2025 ranked lists reviewed [TBV], which limits its access to ranking-linked schemes.

5. SWOT analysis

Strengths	Weaknesses
• 125-year brand; strong alumni presence in public life • NAAC A in first university cycle (valid to 2029) • Central urban location; proximity to government and partner institutions • Highest-demand intake in Assam; strong progression to higher studies (78–91%) • Distinctive research niches: monsoon, lightning and climate (C4R); biodiversity (CBR, EBWS, DBT-BUILDER); heritage sciences and archaeology • Long-term Japanese research partnerships; rainfall network spanning Assam, Meghalaya, Bangladesh • Largest rare-book archive in the Northeast; Anthropological Museum • 64 acres of land across three sites, incl. 47.62-acre Bongora • Rapidly rising PhD output (81 awards in 2023-24)	• Research receipts falling (₹5.0 → ₹1.2 crore, 2021-22 to 2023-24) • Zero consultancy; few patents; no incubator • Flat faculty pyramid (19 Professors); large staff vacancies • Placement 9% (UG) and 22% (PG) • Near-zero out-of-state and international students • Spending profile of a college: minimal equipment, library and seminar budgets • Unfinished HS delinking; stalled Rupnagar campus • Inconsistent institutional data across official documents • No post-doctoral, faculty-improvement or HPC provision

Opportunities	Threats
• ANRF (PAIR, ARG, etc.) and MoES, DST, DBT, ICSSR funding growth; ANRF-PAIR participation already secured • PM-USHA next cycle (MERU), HEFA, DoNER and NEC capital • NEP 2020 flexibility: 4+1 PG, integrated and dual degrees, ABC credit mobility • Act East policy; Japan–NE India cooperation; NER–Japan consortium • State priorities: climate change, flood and erosion, semiconductor (OSAT/ATMP) investment in Assam, tourism and heritage • Demand for evidence in state policy (ASDMA, ASSAC, STCC Dept.) • Alumni and CSR philanthropy around Cotton 125 • NAAC binary + MBGL reform rewards outcomes, not documentation	• Competition from private universities and central institutions in Guwahati • Outflow of the best students and young faculty to other states • State fiscal constraints; dependence on a single grant source • Escalating cost of research infrastructure; obsolescence • Climate hazards (urban flooding, heat) affecting a riverside city campus • Public sensitivity to any commercial use of heritage land • Regulatory change (NAAC/NIRF methodology, HECI) requiring rapid adaptation • Change fatigue and resistance within the institution

Table 5: SWOT analysis [illegible]

6. Vision, mission, values and strategic objectives

The University currently uses two different vision/mission texts, one in the 2023 SSR and one in the 2026 prospectus (Section 3.2, item 14). The following statements are proposed to replace both, subject to adoption by the statutory bodies [P].

Proposed vision (2032)

Cotton University will be the leading knowledge university of the Brahmaputra–Eastern Himalaya region: a multidisciplinary public university, true to its 125-year legacy, that is nationally recognised for teaching and research, internationally connected, and trusted by the people of the Northeast to help solve the problems that matter to them.

Proposed mission

To offer an education that combines disciplinary depth with breadth, research experience and public purpose, open to every capable student regardless of background;

To create knowledge, through interdisciplinary research of national and international quality, on the climate, ecosystems, cultures, economies and societies of the Brahmaputra basin and the Eastern Himalayas;

To place that knowledge at the service of the State, the region and the nation, through partnership with government, communities, industry and institutions in India and abroad; and

To steward Cotton's heritage of learning, its archives, collections and campuses, for future generations.

6.1 Core values and strategic principles

Value / principle	What it means in practice
Apramattena Veddhavyam (attentive pursuit of knowledge)	The University motto applied as a standard of rigour in teaching, research and administration.
Academic freedom with accountability	Freedom of inquiry, matched by transparent reporting of outcomes.
Excellence through focus	Invest where Cotton can be distinctive; decline what dilutes.
Inclusion and equity	Access for students of every community, gender, ability and economic background (49% of students are SC/ST/OBC; 66% are women).
Rootedness in place	Research and teaching that engage with the languages, cultures, ecology and economy of the Northeast.
Openness to the world	International partnership as a normal part of academic life.
Stewardship	Care for heritage, campus, environment and public money.
Evidence and integrity	Decisions grounded in reliable data; zero tolerance for research misconduct.
Collegial, participatory governance	Decisions taken with students, staff, alumni and partners, through statutory bodies.

Public service	The University as a resource for the State and society, continuing Cotton's historic role.

6.2 Strategic objectives (SO)

Code	Strategic objective for 2032	Linked priority
SO1	Transform the academic portfolio into flexible, multidisciplinary and research-oriented programmes aligned with regional and emerging needs.	Academic transformation
SO2	Build research scale, quality and income through five Grand Challenge Clusters and shared infrastructure.	Research excellence
SO3	Establish Cotton as the reference knowledge institution on climate, biodiversity and development of the Eastern Himalayas and Brahmaputra basin.	Eastern Himalayan leadership
SO4	Mobilise the 125-year legacy—archives, collections, campus and alumni—as academic and financial assets.	Historical legacy
SO5	Double graduate employability and entrepreneurship outcomes while sustaining progression.	Academic transformation
SO6	Become an internationally connected university with a Japan–Southeast Asia–Himalaya focus.	Research excellence
SO7	Deliver a three-campus estate that is smart, green and climate-resilient.	Institutional sustainability
SO8	Achieve professional, data-driven, digitally enabled governance and a strengthened faculty and staff.	Institutional sustainability
SO9	Diversify income so that non-salary development is no longer dependent on a single grant source.	Institutional sustainability

7. Strategic architecture

The plan is organised as eleven pillars (the ten in the terms of reference and an additional Pillar 11 on Heritage, Archives and Indian Knowledge Systems, which gives effect to the distinctive identity). Three integrating devices cut across the pillars [P]:

7.1 The five Brahmaputra–Eastern Himalaya Grand Challenge Clusters

Cluster	Core questions	Anchors (existing)	Contributing departments
GC1 Monsoon, Climate, Water and Disaster Resilience	Extreme rainfall, lightning and storms; floods and erosion; glaciers and glacial lakes; urban heat; air quality; early warning	C4R; CAAQMS; radiometer; rainfall network; IITM, ASDMA, ASSAC partners	Physics, Geography, Geology, EBWS, Statistics, CS&IT, Economics
GC2 Biodiversity, Ecosystems and One Health	Biodiversity documentation; wetlands (e.g., Deepor Beel); medicinal plants; human–wildlife coexistence; zoonoses	CBR (2026); DBT-BUILDER; EBWS; Aaranyak and Balipara MoUs	Zoology, Botany, EBWS, MBBT, Chemistry, Geography
GC3 Heritage, Languages and Society of the Northeast	Archaeology and prehistory; languages and literatures; manuscripts; IKS; museum studies; gender	Anthropological Museum; rare-book archive; MNHN Paris, MAKAIAS, DHAS MoUs; CWS; Centre for Language Arts and Culture	Archaeology, Anthropology, History, all language departments, Sociology, Philosophy, LIS
GC4 Computation, AI and Advanced Materials	AI for climate, health and language; data science; semiconductor materials and OSAT skills; nanomaterials; FinTech	CS&IT projects (SERB, IBITF); NITTTR semiconductor MoU; ANRF-PAIR network; NECTAR	CS&IT, Statistics, Mathematics, Physics, Chemistry
GC5 Public Policy and Regional Transformation	Development, livelihoods, urbanisation of Guwahati, public finance, governance, migration, education	CBC; civil-services programmes; OKDISCD MoU; SITA civil service study centre MoU	Economics, Political Science, Sociology, Education, Law, Mass Communication, Psychology

7.2 Three campuses, three roles

Campus	Area [V, S4]	Proposed role 2032 [P]
Panbazar	12.04 ac	Heritage, humanities, social sciences, languages, administration, library and archives; a public-facing "Cotton Knowledge Quarter" with museum, heritage walk and convention use of restored halls.
Rupnagar	4.59 ac	Complete the stalled buildings as a Graduate and International House: post-doctoral and visiting-scholar housing, international student residence, the School of Public Policy and executive education.

Bongora	47.62 ac	Science, climate and innovation campus: shared research facilities, Grand Challenge Cluster buildings for GC1, GC2, GC4, HPC and data centre, incubator, field station, hostels: designed net-zero-ready.

7.3 Cotton 125 legacy agenda

A ten-year programme launched in the 125th year: the Cotton 125 Endowment (Pillar 10), the Digital Cottonian Archive (Pillar 11), named chairs and fellowships funded by alumni, and a restoration plan for heritage buildings. It gives alumni, the State and philanthropists a single, visible way to invest in the University's future [P].

7.4 Pillars at a glance

Pillar	Focus	Lead authority
1 Academic Excellence and Curriculum Transformation	Programmes, pedagogy, NEP	Pro-VC; Deans; Academic Council
2 Research, Innovation and Knowledge Creation	Clusters, funding, enablers	Dean (R&D); Research Council
3 Centres of Excellence	Existing and proposed centres	Dean (R&D); Centre directors
4 Internationalisation	Partnerships, mobility, students	Proposed Office of International Affairs
5 Infrastructure and Campus	Three-campus master plan; green campus	Registrar; Estate Officer; Campus Development Board
6 Student Development and Employability	Careers, entrepreneurship, wellbeing	Dean of Students' Welfare; proposed CDEI
7 Regional Engagement and Societal Impact	Policy, communities, schools	Proposed Office of Public Engagement
8 Digital Transformation	Systems, AI, data, cybersecurity	Proposed Chief Digital Officer
9 Governance and HR	Recruitment, development, processes	VC; Registrar; IQAC
10 Financial Sustainability	Income diversification, endowment	Finance Officer; proposed Development Office
11 Heritage, Archives and IKS	Archives, museum, IKS, heritage campus	Librarian; proposed Heritage Centre

8. Pillar 1 — Academic excellence and curriculum transformation

Starting point. FYUGP is in place, progression is high and the University has an early record of liberal-arts innovation. The portfolio, however, is dominated by single-discipline programmes, professional and applied offerings are few, there are no integrated programmes, and the University's intake is almost entirely from Assam [V, S1, S2, S3].

Objective (SO1). By 2032 every student should graduate with disciplinary depth, a structured interdisciplinary minor or certificate linked to a Grand Challenge Cluster, research or field experience, and a recorded internship or community project.

Initiative [P]	Key actions	Outcome by 2032
1.1 Cluster-linked interdisciplinary minors	Design 6–8 minors drawing on the five clusters: Climate and Disaster Studies; Biodiversity and Conservation; Data Science; Heritage and Museum Studies; Northeast and Southeast Asian Studies; Public Policy. Offer from 2028 to all FYUGP students.	All UG students able to take at least one cluster minor; ≥30% uptake.
1.2 One-year PG (4+1) and research master's	Complete 4+1 PG syllabi (dissertation-based option) for the 2027 session across departments; introduce MSc/MA by Research in at least 6 departments.	Clear pathway from FYUGP research honours to PhD.
1.3 New programmes in emerging areas	Phase I: MSc Data Science and AI (CS&IT, Statistics, Mathematics); MSc Climate Science and Disaster Management (Physics, Geography, Geology, EBWS); PG Diploma Geospatial Technology (with ASSAC, NECTAR). Phase II: MSc Materials and Semiconductor Science (with NITTTR Bhopal MoU, Jan 2026); MA Heritage, Museum and Archival Studies; MA Public Policy. Phase III: integrated BS-MS in Earth and Environmental Sciences.	6–8 new programmes, each with an industry/agency partner and a cluster home.
1.4 Professional and skill programmes	Self-financing certificate and diploma programmes (GIS, lab techniques, translation and Northeast languages, journalism and digital media, financial literacy/FinTech with IBITF), with NSDC alignment as recommended by the AAA [S4].	Revenue-positive skills portfolio; 1,000+ certificates per year by 2032.
1.5 Joint and dual degrees	Dual-degree track with NITTTR Bhopal (semiconductors); joint MSc or co-supervised master's with Japanese partners (Kagawa, Gifu via NER–Japan consortium); twinning with IIT Guwahati for research credits.	≥2 joint/dual degrees operational.
1.6 Blended and online learning	SWAYAM credit transfer (building on the 2022 "Best Local Chapter" recognition [S3]); 20 Cotton-designed MOOCs in areas of regional strength (Assamese literature, NE history, monsoon science, biodiversity).	≥20 MOOCs; ≥10% of credits via blended mode.

1.7 Teaching and learning centre	Establish a Centre for Teaching, Learning and Assessment within the CBC: induction for new faculty, outcome-based assessment, AI-aware assessment design.	All new faculty complete induction; programme outcome attainment measured.
1.8 HS delinking	Agree a time-bound plan with the Government of Assam to transfer the Higher Secondary programme, as contemplated under the CU Act, 2017 [S3].	University fully tertiary by 2029; space and staff released.

9. Pillar 2 — Research, innovation and knowledge creation

Starting point. Research income is small and falling, enablers (post-docs, instruments, computing, grant support) are thin, and capacity is concentrated in a handful of groups. The positive signals are ANRF-PAIR network membership, DBT-BUILDER, C4R's international network, rising PhD output and an institutional h-index of 28 [V, S2, S3, S8].

Objective (SO2, SO3). Build research scale and income through focus: five Grand Challenge Clusters, shared infrastructure, professional grant support and protected research time.

Initiative [P]	Key actions	Outcome by 2032
2.1 Office of the Dean (R&D) upgraded to a Research and Innovation Office	Professional grants team (pre-award, post-award, compliance); research information system; funder intelligence for ANRF, MoES, DST, DBT, CSIR, ICMR, ICSSR, DoNER, NEC, international funders; internal peer review of major bids.	Bid success rate tracked; receipts ≥₹25 cr/yr by 2032.
2.2 Grand Challenge Cluster programme	Appoint cluster directors; 5-year agendas; cluster seed funds (₹50 L/cluster/yr) for joint bids; annual cluster symposium.	Each cluster leads ≥1 grant of ₹2 cr+ by 2030.
2.3 Restructured seed-grant scheme	Replace most ₹1-lakh in-house grants with tiered grants: Starter (₹2–5 L, new faculty), Bridge (₹10–20 L, to sustain teams between grants), Cluster (₹25–50 L, matched to external bids).	Seed funds leverage ≥5× external funding.
2.4 Cotton Post-doctoral Fellowship	Policy adopted in 2027 (addresses SSR weakness): 10 university-funded fellowships rising to 30 (incl. externally funded such as ANRF N-PDF).	30 post-docs by 2032.
2.5 Central Sophisticated Instrumentation Centre (CSIC)	As recommended by the AAA: XRD, SEM-EDS, NMR (400 MHz), LC-MS, confocal; seek DST-SAIF/STUTI, PM-USHA, DoNER funds; user-fee model open to regional colleges and industry.	Shared facility with ≥40% external users; revenue offsets maintenance.
2.6 HPC and research data facility	GPU/CPU cluster (sized for climate modelling, AI and bioinformatics), research data storage with backup; NKN bandwidth upgrade to ≥1 Gbps.	Supports GC1, GC2, GC4; enables national-scale modelling projects.
2.7 Research ethics and integrity	Strengthen IEC/IAEC; research integrity policy; mandatory training for PhD scholars and supervisors; data-management plans for funded projects.	Zero unresolved integrity cases; compliance with UGC PhD regulations.
2.8 Innovation, IPR and technology transfer	IPR cell professionalised: invention disclosure process; tie-ups with NRDC and IITG TIC; university IPR policy with revenue sharing.	≥25 patents filed; ≥5 licences/start-ups by 2032.
2.9 Consultancy and testing services policy	Consultancy rules (revenue share, conflict-of-interest); services to State departments (climate, biodiversity, heritage surveys, data analysis), aligned with AAA recommendation on revenue.	Consultancy income from ₹0 to ≥₹2 cr/yr.

2.10 PhD quality framework	Supervision load caps; doctoral training programme (methods, writing, ethics); thesis quality audit; joint supervision with partners.	Completion within 5 years ≥70%; publications per PhD tracked.

10. Pillar 3 — Centres of excellence

Existing centres are small, mostly unfunded as institutions and dependent on individual leaders. The plan proposes a **Centres Framework** adopted by the Executive Council: every centre has a charter, a director with a fixed term, an advisory board with external members, a five-year plan, a core budget line, at least one technical post, and a review every five years with sunset or upgrade options [P].

10.1 Strengthening existing centres

Centre [V]	Proposed development 2027–2032 [P]	Funding route
C4R (Clouds and Climate Change Research)	Upgrade to the hub of a Brahmaputra Institute for Climate, Water and Disaster Resilience (GC1): Doppler/ X-band radar or disdrometer network partnership with IMD/IITM; regional climate modelling on the HPC; impact-based early-warning support for ASDMA; a Japan–NE India monsoon observatory building on Kagawa, Kyoto, Kochi and Tokyo links; core staff (2 scientists, 2 technicians, data manager).	MoES (ACROSS/Monsoon Mission), ANRF, DST-SPLICE, JSPS/JST bilateral, ASDMA/SDMA
Centre for Biodiversity Research (est. 2026)	Anchor of an Eastern Himalaya Biodiversity Observatory (GC2): DNA barcoding and reference collections; long-term ecological plots on Bongora and partner sites; People's Biodiversity Register support to BMCs; integration with DBT-BUILDER and EBWS.	DBT, MoEF&CC, NMHS, ASBB, CSR (Balipara, Aaranyak partnerships)
Centre for Language Arts and Culture	Become the language and cultural documentation unit of GC3: corpora and lexical resources for Assamese, Bodo and other NE languages (incl. the Assamese–English collocation dictionary recommended by the AAA), AI language tools with GC4.	Ministry of Culture, Bhashini, CIIL, Sahitya Akademi, ICSSR
Centre for Women's Studies	Gender and disability research unit (with CDRT MoU); gender audit cycle; policy research for the State Women's Commission; MA/PG Diploma in Gender and Development.	ICSSR, UGC, State Govt, UN agencies
Capacity Building Centre	Expand to a Centre for Professional and Public Service Learning: faculty/staff development (Pillar 9), civil-services and competitive examinations, executive education for State officials.	Fee income, SITA, State departments

10.2 Proposed new centres

Proposed centre [P]	Rationale	Phase
Cotton Centre for AI, Data and Computational Science (incl. the University Centre for AI and Digital Innovation)	Shared methods hub for all clusters; houses HPC; AI for Indian languages and climate; links to Pillar 8.	I (set-up) – II

Centre for Northeast and Southeast Asian Studies	Recommended in SSR (Act East) and AAA; languages, history and economy of the Northeast–ASEAN corridor; MAKAIAS partnership.	II
Cotton School of Public Policy and Regional Transformation	Home for GC5; evidence for State policy; MA Public Policy; executive programmes. Located at Rupnagar.	II
Cotton Heritage, Archives and IKS Centre	See Pillar 11.	I
Advanced Materials and Semiconductor Skills Hub	Builds on NITTTR MoU and Assam's semiconductor investments; materials characterisation in CSIC.	II
University Centre for Career Development, Entrepreneurship and Innovation (CDEI)	See Pillar 6.	I

11. Pillar 4 — Internationalisation and global partnerships

Starting point. The current MoU register contains only two international agreements; there are no international students; C4R's Japanese network is the University's most developed international relationship; in 2026 the University signed the NER–Japan consortium Letter of Intent and (per institutional record) an MoU with Kagawa University [V, S6, S7, S20; TBV].

Strategy: a focused corridor rather than a scatter of MoUs [P]. International effort is concentrated on three regions where Cotton has a natural advantage, each tied to clusters:

Region	Partners to prioritise	Cluster link	Instruments
Japan	Kagawa (ICEDS), Kyoto (CSEAS), Kochi, Tokyo, Tokoha, Gifu (via NER–Japan consortium with IITG)	GC1, GC2, GC3	JSPS bilateral, JST SICORP, Sakura Science, JICA, joint workshops, co-tutelle PhD
Southeast Asia and Himalayan neighbours	Universities in Thailand, Myanmar, Bangladesh, Nepal, Bhutan (e.g., partners in the C4R rainfall network and earlier workshops)	GC1, GC3, GC5	ASEAN–India fellowships, ICCR scholarships, Study in India, ICIMOD links
Europe	MNHN Paris; Kiel (renew); climate and heritage partners	GC1, GC3	Horizon Europe (as associated partner), Erasmus+ ICM, DAAD, Newton-type schemes

Initiative [P]	Key actions	Outcome by 2032
4.1 Office of International Affairs	Small professional office (head + 2 staff) under the Pro-VC: partnership management, visas, international admissions, Study in India portal.	All agreements tracked with deliverables.
4.2 MoU quality rule	Every international MoU must have a named champion, a three-year action plan and annual reporting; dormant MoUs lapse.	≥10 active international agreements with outputs.
4.3 Cotton Visiting Professors and Distinguished Chairs	5 visiting professorships per year (1–3 months), lodged at Rupnagar International House; alumni-funded Cotton 125 Chairs.	25 visiting appointments over the plan.
4.4 Student mobility	Semester exchange and summer schools with Japanese and ASEAN partners; ABC-mapped credit transfer; Cotton–Japan Monsoon & Biodiversity Summer School (annual from 2028).	100 outbound and 150 inbound students/scholars per year.
4.5 International students	Use existing 10-seat foreign-national quota per programme [S1]; target neighbouring countries via ICCR/Study in India; English-medium PG options.	≥2% of PG enrolment international by 2032.
4.6 Joint PhD supervision	Co-tutelle framework approved by Academic Council by 2028.	≥15 co-supervised PhDs.
4.7 Cotton International Conference series	Biennial flagship conference on the Brahmaputra–Eastern Himalaya, alternating clusters.	Recognised regional convening event.

12. Pillar 5 — Infrastructure and campus development

Near-term academic space. The Vice-Chancellor's Academic Building Plan (Section 12.1) is the University's immediate answer to departmental congestion. The master plan below is intended to give those two buildings their sites, and to align them with the longer-term development of Rupnagar and Bongora.

Principle [P]. No major construction without a campus master plan. The University should commission an integrated **Three-Campus Master Plan 2027–2042** (heritage conservation for Panbazar; completion design for Rupnagar; greenfield plan for Bongora) during Phase I, with public consultation, given the sensitivity around land use in 2024 [R, S25].

Initiative [P]	Key actions	Outcome by 2032
5.1 Panbazar heritage campus renewal	Conservation audit of heritage buildings; adaptive reuse of historic halls for archives, museum and convention use; accessibility retrofits; vertical expansion only on non-heritage plots.	Heritage protected; modern teaching spaces retained.
5.1A New Academic Buildings 1 and 2 (VC's proposal, Section 12.1)	Confirm sites through the master plan; prepare DPRs; build Building 1 (CIF, life and environmental sciences, semiconductor, mathematical and geographical sciences) and Building 2 (lecture hall, humanities and social sciences); reallocate vacated space in MCB, BKB and older blocks.	Departmental congestion relieved; CIF and cluster departments co-located.
5.2 Complete Rupnagar	Cost-to-complete estimate; complete as Graduate and International House (≈100 rooms), School of Public Policy, executive education suite.	Stalled asset in productive use by 2029.
5.3 Bongora science and climate campus	Phase II: first block for GC1/GC2 labs, CSIC and HPC/data centre; field station; 500-bed hostels; access road and utilities. Phase III: GC4 block, incubator, sports complex.	First block commissioned by 2031.
5.4 Hostels and housing	Hostel inventory; new PG women's hostels (planned in SSR); international hostel; faculty transit housing.	Residential capacity ≥40% of PG+PhD students.
5.5 Learning spaces	Smart classrooms (100% lecture capture-ready), learning commons in library, maker space.	All classrooms smart-enabled.
5.6 Convention and cultural facilities	Upgrade KBR Auditorium and Sudmerson Hall to convention standard; 500-seat international conference centre at Bongora (Phase III).	Capacity to host international meetings.
5.7 Health, wellness and sports	Upgrade University Health Centre; counselling suites; indoor stadium renewal; sports trainer (AAA recommendation).	Measured student wellbeing outcomes.
5.8 Accessible and gender-sensitive campus	Universal design audit; 100% accessible buildings; safe lighting and transport; creches; women's common rooms.	Accessibility at 100% (from >80%).

12.1 Academic Building Plan: proposal of the Vice-Chancellor

The Vice-Chancellor has prepared a plan for distributing departments among two proposed new academic buildings and the existing MCB, BKB and New Academic Building [S35]. It is reproduced below as provided and is treated in this draft as **a proposal of the Vice-Chancellor for consideration by the statutory bodies**. It has not yet been approved by the Executive Council [TBV]. The document does not specify sites, floor areas, costs or a timetable for the two new buildings.

Proposed Academic Building 1	Proposed Academic Building 2	MCB (existing)	BKB (existing)	New Academic Building (existing)
Central Instrumentation Facility	Lecture hall	Sanskrit	Psychology	Anthropology
Molecular Biology and Biotechnology	Assamese	Bengali	Law	Archaeology
Environmental Biology and Wildlife Sciences	English	Arabic and Persian	Women's Studies	Sociology
Semiconductor	Economics	Hindi	Physical Education	Commerce
Geography	Political Science	Higher Secondary	History	Library Science
Mathematics	Mass Communication			Bodo
Statistics	Education			

Table 12.1. Department allocation proposed by the Vice-Chancellor (S35). The document also lists Botany, Zoology, Chemistry and Physics without assigning them to a building. This draft reads that as meaning they remain in their present buildings [TBV].

How the proposal fits the IDP [A]

- **It implements the IDP's cluster logic.** Building 1 brings together the shared Central Instrumentation Facility with departments at the core of the climate, biodiversity and computation/materials clusters (GC1, GC2, GC4). Building 2 groups the humanities and social sciences central to GC3 and GC5, with a common lecture hall.
- **It gives the Central Sophisticated Instrumentation Centre (Initiative 2.5) a home.** Placing the CIF in Building 1 next to MBBT and EBWS supports the shared-facility, external-user model recommended by the 2023 audit [S4].
- **It creates a home for semiconductor work.** A Semiconductor unit in Building 1 gives physical form to the Advanced Materials and Semiconductor Skills Hub (Section 10.2) and the NITTTR Bhopal programmes (Initiative 1.3).
- **It relieves congestion, the problem the 2023 audit identified.** The audit recorded space constraints in several departments [S4]. Two new buildings are the most direct remedy available in Phases I–II, well before Bongora can be ready.

Points for resolution before approval

1. **Site of the new buildings.** The proposal does not say where Buildings 1 and 2 will stand. If they are at Panbazar, they should be on non-heritage plots identified in the Three-Campus Master Plan (Initiative 5.1). If either is planned for Bongora, it becomes the "first block" of the Bongora campus in Initiative 5.3. The master plan should settle this in its first phase.
2. **Departments not allocated.** Computer Science and IT, Geology and Philosophy appear in the University's department list (S3) but not in the proposal. Neither do the Centre for Language Arts and Culture, C4R, the Centre for Biodiversity Research or the Capacity Building Centre. C4R and CBR presumably sit within Physics and Zoology. One suggestion for the VC's

consideration: place Computer Science and IT in Building 1 alongside Mathematics and Statistics, with the proposed AI, Data and Computational Science centre and the HPC facility (Initiatives 2.6 and 10.2).

3. **New units.** The proposal names Semiconductor, Commerce and Physical Education. Commerce is reported to run an M.Com programme, but none of the three appears in the 2023 SSR department list (S3). Their status should be confirmed: is each a department, a programme or a planned unit? (See inconsistency 15, Section 3.2.)
4. **Higher Secondary.** Allocating MCB space to the Higher Secondary programme implies it continues for the near term. The allocation should be explicitly temporary and tied to the delinking timetable in Initiative 1.8, so the space reverts to university use.
5. **Specifications.** Each new building needs a Detailed Project Report covering floor area, laboratory services (especially for the CIF and the semiconductor and biology laboratories), accessibility, green-building standards (Section 12.2) and cost.

12.2 Smart, Green and Climate-Resilient Cotton [P]

Domain	Measures	Target 2032
Carbon accounting	Baseline campus carbon footprint (Scopes 1–2, key Scope 3) in 2027; annual report	Published annually from 2028
Renewable energy	Rooftop solar expansion; Bongora designed for solar + storage	≥50% of electricity from on-site renewables
Energy efficiency	LED retrofit, BEE-star equipment, building energy audits, smart meters	25% reduction in energy intensity vs 2027
Water	Rainwater harvesting at all buildings; STP commissioning; wastewater reuse; water metering	30% of non-potable demand from harvested/recycled water
Waste	Segregation at source; composting; chemistry effluent treatment plant (planned in SSR); e-waste and lab-waste protocols	Zero untreated lab effluent
Biodiversity	Campus tree and bird monitoring (existing tree-phenology programme); Bongora green corridors	Campus biodiversity register maintained
Mobility	Inter-campus electric shuttle; cycle sharing (building on cycling community); restricted vehicle entry	Shuttle operational with Bongora opening
Climate resilience	Flood and waterlogging risk assessment for Panbazar (near the Brahmaputra); heat action plan; resilient design codes	Risk assessment and adaptation plan adopted by 2028

13. Pillar 6 — Student development and employability

Starting point. Cotton graduates progress to further study at very high rates, but placement is low (9% UG, 22% PG in 2023-24) and entrepreneurship support is event-based [V, S2, S3]. For a university whose graduates traditionally enter public service, "employability" must include success in competitive examinations, research careers and self-employment, not only campus placement [A].

Initiative [P]	Key actions	Outcome by 2032
6.1 University Centre for Career Development, Entrepreneurship and Innovation (CDEI)	Merge the Placement and Career Counselling Cell, startup activities and IPR outreach into one professionally staffed centre (director + 4 staff); employer relations; alumni mentoring; career readiness modules credited under SEC/VAC.	PG placement ≥45%; graduate-outcome tracking for 100% of cohorts.
6.2 Cotton Incubator	Pre-incubation at Panbazar (Phase I) with Assam Startup and IITG TIC; full incubator at Bongora (Phase III); target domains: climate services, biodiversity products, heritage tourism, language tech, FinTech.	30 student/faculty start-ups incubated.
6.3 Internship guarantee	Every FYUGP student completes the 2-credit summer internship with an approved host; database of host organisations (State departments, NGOs, industry, research institutes).	100% internship completion.
6.4 Competitive examination academy	Consolidate Proyaax, Prastuti and CBC coaching into a Cotton Public Service Academy, with outcome tracking.	Doubling of national/state examination success.
6.5 Undergraduate research	Summer research fellowships (100/year) attached to cluster projects; annual undergraduate research symposium.	≥25% of FYUGP students in research honours.
6.6 Wellbeing and inclusion	Full-time counsellors (1:1,500 students); peer support; anti-ragging and grievance systems strengthened; support for students with disabilities, first-generation and economically weaker students; bridge courses.	Retention and completion gaps by social group narrowed.
6.7 Sports and culture	Sports trainer and coaches; inter-university participation; cultural heritage ensembles; North East Zone events.	National-level sports and cultural representation sustained.

14. Pillar 7 — Regional engagement and societal impact

Cotton's most credible route to national distinction is to be indispensable to its own region. The plan proposes an **Office of Public Engagement and Policy** to translate research into policy, technology and community action [P].

Regional challenge	Cotton contribution [P]	Partners (existing [V] or prospective)
Climate extremes, floods and erosion	Impact-based forecasting research, flood and lightning risk mapping, district climate profiles, training of disaster officials	ASDMA, ASSAC [V], IMD, CWC, Brahmaputra Board
Biodiversity conservation	Biodiversity registers for BMCs, wetland monitoring (Deepor Beel), species documentation	ASBB [V], Aaranyak [V], Balipara [V], Forest Department
Sustainable agriculture and livelihoods	Climate-livelihood studies, pearl culture and mushroom units (existing best practices) scaled with SHGs	AAU, NABARD, ASRLM, NGOs
Urban resilience of Guwahati	Urban heat, waterlogging and air-quality evidence (CAAQMS); urban biodiversity	GMC, GMDA, PCBA
Public and environmental health	Air-quality–health studies; cancer biology (BBCI, NECHRI MoUs [V])	BBCI, NECHRI, GMCH
Cultural heritage and IKS	Documentation of languages, manuscripts, oral traditions; museum partnerships	Directorate of Museums, DHAS, Kalakhetra [V]
School and college education	Project Springboard scaled; teacher development; science outreach; mentoring of colleges	SCERT, schools, B.H. College, Rangapara College [V]

- **Policy translation mechanisms:** annual "State of the Brahmaputra" evidence report; policy briefs series; secondments of faculty to State departments; joint research calls with State departments on their priority questions.
- **Community engagement:** Unnat Bharat Abhiyan villages (5 adopted [V, S3]) used as long-term field sites for cluster research; credit-bearing community engagement under FYUGP.

15. Pillar 8 — Digital transformation and an AI-enabled university

Starting point. E-governance covers the four NAAC areas; admissions run on SAMARTH; the library uses SOUL 2.0; bandwidth is 100 Mbps [V, S1, S3]. The AAA found e-governance partial, especially for examinations, CAS processing and file tracking [V, S4].

Initiative [P]	Key actions	Outcome by 2032
8.1 Chief Digital Officer and digital strategy	Appoint a CDO; IT governance committee; digital strategy approved by Executive Council (2027).	Single accountable owner for digital services.
8.2 Integrated University Management System	Complete SAMARTH/ERP modules: e-office file tracking, HR and payroll, finance, estate, examinations; single sign-on; APAAR/ABC integration.	100% e-file movement; ≤30-day result declaration.
8.3 Digital examination and evaluation	On-screen evaluation pilot; question banks; CCTV and secure exam workflow (AAA).	Reduced result time and grievances.
8.4 AI-enabled teaching and learning	Institutional LMS; AI literacy module for all students; faculty guidance on AI-aware assessment; AI tools for Assamese and other NE languages via GC4.	AI policy adopted; all faculty trained.
8.5 Campus network	Upgrade to ≥1 Gbps NKN; campus-wide Wi-Fi; inter-campus links to Rupnagar and Bongora.	Wi-Fi coverage 100%.
8.6 Data governance and dashboards	Data governance policy; institutional data warehouse feeding the Fact Book, NIRF, NAAC, AISHE and One Nation One Data; dashboards for VC and Deans.	Consistent data across all external submissions.
8.7 Cybersecurity	CERT-In-aligned policy; annual security audit; backup and disaster recovery; staff training.	No major incidents; audited compliance.
8.8 Digital library and repository	Institutional repository for theses and outputs; Digital Cottonian Archive (Pillar 11); RFID (AAA).	All theses and outputs open-access where permitted.

16. Pillar 9 — Institutional governance and human resource development

Initiative [P]	Key actions	Outcome by 2032
9.1 Faculty recruitment plan 2027–2032	Fill all sanctioned vacancies; propose creation of ≈60 additional posts tied to new programmes and clusters; prioritise Professor-level recruitment through open national calls; cluster hires.	Professors ≥45; vacancies <5%.
9.2 Succession and leadership development	Academic leadership programme for HoDs, Deans and centre directors; mentoring of Assistant Professors by senior faculty; documented succession for key centres.	Leadership pipeline for every unit.
9.3 Faculty development and research time	Sabbatical/research leave policy; teaching load relief for PIs of major grants; faculty-improvement programme (SSR gap).	≥80% of faculty with an active research profile.
9.4 Performance and recognition	Annual academic plans and appraisal aligned with UGC CAS; awards for teaching, research, engagement.	Transparent appraisal system.
9.5 Professional administrative services	Fill non-teaching vacancies; professional cadres for finance, research management, IT, estate, international; staff training calendar (AAA).	Non-teaching vacancies <10%.
9.6 Planning, budgeting and risk	Annual budget linked to IDP objectives (AAA recommendation); institutional risk register reviewed quarterly by Executive Council.	Budget–strategy alignment documented.
9.7 Transparency and participation	Publish IQAC annual plan and Fact Book; stakeholder consultation on budget; Boards of Studies with industry and alumni members (AAA).	Annual public report on IDP progress.
9.8 Grievance and welfare	Unified online grievance system with time limits; stress-reduction and wellbeing support for staff (AAA).	Grievances resolved within set limits.

17. Pillar 10 — Financial sustainability and resource mobilisation

Starting point. The University is almost entirely dependent on State salary and grant support; own income from consultancy, executive education and philanthropy is minimal (₹0 consultancy; ₹20 lakh executive education in 2023-24; ₹16.9 lakh alumni giving over five years) [V, S2, S3]. The 2024 controversy over leasing campus space shows that revenue generation through land is not publicly acceptable [R, S25]. Diversification must therefore come from academic activity and philanthropy.

Income stream	Approach [P]	Indicative annual potential by 2032 [A]
State Government	Multi-year IDP compact with the Higher Education Department: salary, maintenance norms, matched capital for Bongora	Core; to be negotiated
Central schemes	PM-USHA next cycle (MERU), DoNER/NEC capital, UGC schemes; HEFA loan for revenue-backed assets (hostels)	One-time capital ₹50–100 cr
Competitive research grants	Pillar 2 grants office; overheads retained centrally (part reinvested in clusters)	₹25 cr receipts; ₹2–3 cr overheads
CSR	Targeted proposals to PSUs and firms in the region (oil, gas, tea, banking) as recommended by AAA	₹3–5 cr
Alumni and philanthropy	Cotton 125 Endowment; named chairs, scholarships, buildings	Endowment corpus ₹50 cr by 2032
Consultancy and testing	CSIC user fees; State and agency consultancy	₹2 cr
Executive and professional education	Programmes for officials, teachers, professionals; self-financing certificates	₹3 cr
International funding	JSPS/JST, Horizon Europe partnerships, foundations	₹1–2 cr

- **Cotton University Development Fund [P]:** a ring-fenced fund, constituted by Executive Council resolution, receiving overheads, consultancy surpluses and unrestricted gifts; used only for IDP priorities; audited and reported annually.
- **Cotton 125 Alumni Endowment Fund [P]:** a permanent endowment (only income spent) managed under a gift-acceptance and investment policy, with an independent investment committee; launched during the 125th-year celebrations; target corpus ₹50 crore by 2032. Requires a Development and Alumni Relations Office (director + 3 staff) and an alumni database (AAA recommendation).

18. Pillar 11 — Heritage, archives and Indian Knowledge Systems (additional pillar)

This pillar gives effect to the first commitment of the distinctive identity. Cotton's archives, museum collections and historic campus are not only heritage to be preserved but research infrastructure for GC3 and a public asset for the region [P].

Initiative [P]	Key actions	Outcome by 2032
11.1 Cotton Heritage, Archives and IKS Centre	Constitute from the rare-book archive, Anthropological Museum and IKS activities; director, archivist, conservator; advisory board including Directorate of Museums and DHAS (existing MoUs).	Centre operational in Phase I.
11.2 Digital Cottonian Archive	Digitise rare books, manuscripts, college records since 1901, the Cottonian magazine (centenary edition released) and photographs; open-access portal with metadata standards; partnerships with National Mission for Manuscripts and INFLIBNET.	≥100,000 pages digitised and online.
11.3 Museum renewal	Re-curate the Anthropological Museum with the 1991 excavation material; public galleries; school programmes.	Museum open to the public with regular hours.
11.4 IKS in curriculum	IKS courses under VAC drawing on NE knowledge traditions (ethnobotany, traditional water management, textiles, oral literature) with critical, evidence-based pedagogy.	≥4 IKS courses offered.
11.5 Cotton history project	Commissioned scholarly history of Cotton College/University for Cotton 125; oral history of alumni; departmental centenary documentation (e.g., Botany centenary 2026–27 [S34]).	Published history and oral-history collection.

19. Accreditation and ranking strategy

19.1 Verified position

- **NAAC:** Grade A, CGPA 3.05 on a 7-point scale, first cycle as a university; valid 5 September 2024 to 5 September 2029 [V, S2. S14]. The predecessor Cotton College held A++ (CGPA 3.76, 4-point scale) from 2016 [R, S15]; the two grades are on different scales and frameworks and should not be compared directly.
- **NAAC reform:** NAAC has announced a move to binary accreditation (Accredited / Not Accredited) with Maturity-Based Graded Levels (Levels 1–5) [R, S32]. Industry sources reported that the detailed manuals had not been publicly finalised as of August 2026 [R]. The University's next cycle will almost certainly fall under the new framework, which emphasises outcomes, impact and verified data over documentation.
- **NIRF:** Cotton submitted NIRF 2025 data under the "Overall" category, but the portal still records the name "Cotton College State University" [V, S2]. No ranked position was found in the published 2025 lists reviewed [TBV]. NIRF 2026 participation and outcome should be confirmed [TBV].

19.2 NAAC roadmap

When	Action [P]
2027	Map SSR 2023 and Peer Team recommendations to IDP actions; submit AQARs on time; adopt the Fact Book as the single data source; internal mock assessment against binary/MBGL attributes once published.
2028	External mock review by peer experts; close data inconsistencies; strengthen outcome evidence (graduate destinations, research impact, community impact).
By late 2028 / early 2029	Apply for re-accreditation in good time before the September 2029 expiry, following the NAAC calendar then in force.
2029–2030	Achieve accreditation; target the highest MBGL level attainable; publish improvement plan.

19.3 NIRF roadmap by parameter

NIRF parameter	Where Cotton loses ground [A]	IDP actions
Teaching, Learning and Resources (TLR)	Faculty with PhD is high, but vacancies, low senior share and low per-student spending on library and labs depress scores	Pillar 9 recruitment; Pillar 2 CSIC; library and lab budgets restored
Research and Professional Practice (RP)	Low research receipts, zero consultancy, modest indexed output and patents	Pillar 2 grants office, clusters, IPR and consultancy policy
Graduation Outcomes (GO)	Low placement and median-salary data; PhD output improving	Pillar 6 CDEI; outcome tracking
Outreach and Inclusivity (OI)	Strong on gender and socially challenged students; very weak on out-of-state and international students	Pillar 4; national admissions visibility

Perception (PR)	Limited national visibility among academics and employers	Cotton 125 communications; flagship conference; cluster reputation

- Correct the institution name on the NIRF portal immediately.
- Participate every year in the Overall, University and State Public University categories; consider the SDG category, where the climate and biodiversity clusters give Cotton a natural advantage.
- Phase III: enter THE Impact Rankings (SDG-based) and, if research scale permits, THE Asia rankings.
- Maintain UGC compliance: PhD Regulations 2022, regulations for academic collaboration with foreign institutions (for joint/dual degrees), and timely AISHE and One Nation One Data submissions.

19.4 Indicator families

Measurable indicators for academic quality, research productivity, student outcomes, faculty development, internationalisation and societal impact are set out in the KPI matrix (Section 22). Each indicator has a defined data source and monitoring authority so that the same numbers can be used for NAAC, NIRF and internal review.

20. Five-year implementation roadmap 2027–2032

Phases: **I — Foundation and institutional strengthening (2027–2028); II — Expansion and consolidation (2029–2030); III — Excellence and global positioning (2031–2032).** Resources are indicative capital/development estimates under the Moderate scenario (₹ crore over the plan), excluding salaries; they are not verified allocations.

Initiative	Strategic objective	Activities by phase	Expected outcomes	Responsible	Timeline	Resources (₹ cr)	KPIs
Institutional Fact Book and data audit	SO8	I: reconcile 14 inconsistencies; publish Fact Book; II–III: annual update linked to data warehouse	Single verified data source	IQAC; Registrar	2027 → annual	1	Fact Book published; zero discrepancies in external submissions
IDP governance (Steering Committee, PMU) and governance reforms	SO8	I: constitute bodies; risk register; budget–IDP alignment. II: mid-term review. III: final review	Plan delivered and monitored	VC; Registrar; IQAC	2027–2032	4	Annual IDP report; % milestones met
Curriculum transformation	SO1	I: cluster minors; 4+1 PG; MSc Data Science & AI; MSc Climate Science; PGD Geospatial. II: Materials & Semiconductor; Heritage; Public Policy; skills certificates. III: integrated BS-MS; dual degrees	6–8 new programmes; flexible pathways	Pro-VC; Deans; Academic Council	2027–2032	18	New programmes; enrolment; minor uptake
Teaching & learning centre; MOOCs; skills	SO1	I: centre set up; induction. II: 10 MOOCs; skill certificates. III: 20 MOOCs	Better pedagogy; revenue from skills	CBC; Deans	2027–2032	12	Faculty trained; MOOCs; certificates
HS delinking	SO1	I: agreed plan with Govt of Assam. II: transfer completed	Fully tertiary university	VC; Higher Education Dept	2027–2029	State	Delinking completed
Research & Innovation Office; seed grants; post-docs	SO2	I: grants team; tiered seed grants; post-doc policy (10). II: 20 post-docs; RIS. III: 30 post-docs	Research capacity and bid success	Dean (R&D); Research Council	2027–2032	30	Receipts; bids; post-docs

Central Sophisticated Instrumentation Centre	SO2	I: DPR; funding bids. II: XRD, SEM, LC-MS installed. III: NMR, confocal; external user model	Shared research facility	Dean (R&D); CSIC Director	2028–2032	35	Instruments; users; revenue
HPC and research data facility	SO2	I: specification. II: cluster installed (interim at Panbazar). III: move to Bongora data centre	Computational research capacity	Dean (R&D); CDO	2028–2031	15	Core-hours used; projects supported
Grand Challenge Clusters and Centres Framework	SO2, SO3	I: Centres Framework; cluster directors; C4R and CBR upgrades. II: new centres (AI & Data; NE–SE Asia; Public Policy; Materials). III: external review	Five clusters with national-scale grants	Dean (R&D); Centre directors	2027–2032	15	Grants ≥₹2 cr per cluster; outputs
Internationalisation	SO6	I: Office of International Affairs; MoU rule; Japan summer school design. II: exchanges; visiting chairs; co-tutelle. III: joint degrees; international students	East-facing international profile	Pro-VC; OIA	2027–2032	15	Active agreements; mobility; intl students
New Academic Buildings 1 and 2 (VC's proposal)	SO7, SO2	I: approve allocation; confirm sites in master plan; DPRs; start construction. II: Building 1 (incl. CIF) and Building 2 commissioned; vacated space reallocated	Congestion relieved; CIF and cluster departments co-located	VC; Registrar; Estate; Campus Development Board	2027–2030	DPR (see 21.2)	Buildings commissioned; m² per student; departments relocated
Three-Campus Master Plan; Rupnagar completion	SO7	I: master plan with consultation; Rupnagar cost-to-complete and works. II: Rupnagar International House and Policy School open	Stalled asset productive	Registrar; Estate; Campus Development Board	2027–2030	35	Plan approved; Rupnagar occupancy
Bongora science and climate campus	SO7	I: access, utilities, design. II: block 1 construction. III: block 1, hostels, data centre commissioned	Growth campus operational	Registrar; Estate; PWD/APWD	2027–2032	145	Milestones; built area

Hostels, Panbazar renewal, heritage conservation, Heritage Centre	SO4, SO7	I: inventory; conservation audit; Heritage Centre. II: PG women's hostels; restored halls. III: Digital Cottonian Archive online	Heritage protected and used	Registrar; Librarian; Estate	2027–2032	50	Beds; pages digitised; museum visitors
Digital transformation	SO8	I: CDO; strategy; e-office. II: full ERP; 1 Gbps; Wi-Fi; dashboards. III: AI services; cybersecurity maturity	Digitally enabled university	CDO; Registrar	2027–2032	40	e-file %; result time; uptime
Career, entrepreneurship and wellbeing (CDEI; incubator)	SO5	I: CDEI; pre-incubator; internship database; counsellors. II: outcome tracking; 15 start-ups. III: Bongora incubator	Higher placement and start-ups	DSW; CDEI Director	2027–2032	30	Placement; start-ups; internships
Faculty and staff development	SO8	I: recruitment plan; leadership programme. II: sabbatical policy; staff training. III: succession for all units	Stronger, stable workforce	VC; Registrar; CBC	2027–2032	25	Professors; vacancies; training hours
Green and climate-resilient campus	SO7	I: carbon baseline; flood/heat risk assessment; STP commissioning. II: solar expansion; water reuse. III: net-zero-ready Bongora	Lower footprint; resilience	Estate; Green Campus Committee	2027–2032	25	Renewable share; carbon intensity
Development Office and Cotton 125 Endowment	SO9	I: office set up; gift policy; alumni database; launch. II: chairs and scholarships. III: ₹50 cr corpus	Diversified income	VC; Finance Officer; Development Office	2027–2032	5	Corpus; donors; CSR

Table 20. Implementation roadmap. Total indicative resources under the Moderate scenario: ₹500 crore (see Section 21).

21. Financial estimates

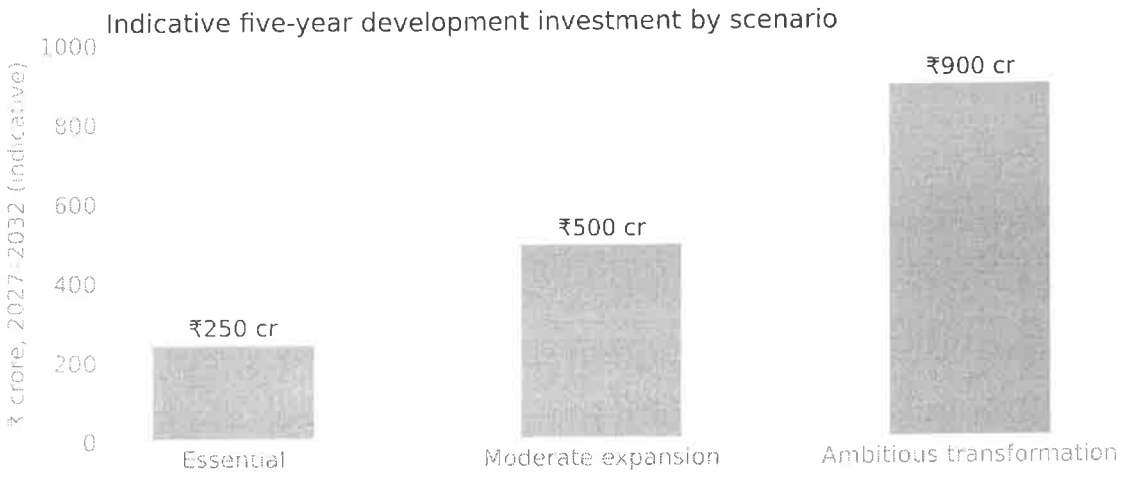
Status of figures. All amounts in this section are planning estimates prepared for this draft. They are not existing University budgets, government allocations or funding commitments. The only external capital commitments that could be verified are PM-USHA ₹20 crore (2024) [V, S16] and a reported state infrastructure provision of ₹15 crore (budget year to be confirmed) [R, S27]. Estimates must be replaced by Detailed Project Report (DPR) costings before approval.

21.1 Assumptions [A]

- Construction at ₹45,000–55,000 per m² for laboratory buildings and ₹30,000–35,000 per m² for hostels and academic buildings (2026 prices, Northeast, including services), escalated at about 6% a year.
- Scenarios cover development (capital and programme) spending over 2027–2032; existing salaries and routine recurring costs are excluded.
- Additional recurring costs at full implementation (Moderate): ≈60 new faculty posts at an average of ₹20 lakh/year (₹12 crore/year); 30 post-doctoral fellows at ₹8 lakh/year (₹2.4 crore); ≈25 professional staff at ₹10 lakh/year (₹2.5 crore); facility operation and maintenance at about 3% of new capital per year.
- Research receipts and CSR are counted only where they finance infrastructure or programmes in the plan.

21.2 Three investment scenarios (₹ crore, 2027–2032)

Expenditure head	Essential	Moderate	Ambitious	What changes across scenarios
Academic development	15	30	50	Number of new programmes, MOOCs, joint degrees
Research infrastructure	45	95	180	CSIC scope (core vs full), HPC size, seed/post-doc scale
Physical infrastructure	120	230	410	Essential: Rupnagar + hostels + Bongora utilities. Moderate: + Bongora block 1. Ambitious: + second cluster block, conference centre, sports complex
Digital infrastructure	20	40	70	ERP completion vs full AI-enabled services and data centre
Faculty and staff development	12	25	45	Leadership, sabbaticals, training scale
Student development	15	30	50	CDEI, incubator, wellbeing, scholarships
Internationalisation	5	15	35	Chairs, mobility, international house
Institutional governance	6	10	15	PMU, data systems, Development Office
Campus sustainability	12	25	45	Solar, water, resilience works
Total	250	500	900	



Estimates prepared for this draft, excludes existing salary and recurring budgets. Not verified allocations.

Figure 3. Indicative five-year development investment by scenario (estimates, not allocations)

Academic Buildings 1 and 2 (Section 12.1). The scenario totals do not yet include a separate line for the two academic buildings proposed by the Vice-Chancellor, because no area or cost has been specified. Once DPRs are prepared, the Finance Committee should decide how to fund them. There are two options: add them to the physical-infrastructure head, or, if either building is sited at Bongora, treat it as part of the Bongora block 1 provision (₹145 crore in the Moderate scenario). At the construction rates assumed in 21.1, each 3,000 m² of laboratory-grade space would cost roughly ₹22–28 crore before escalation [A].

21.3 Recommended basis: Moderate scenario

Indicative source of funds (Moderate)	₹ crore	Share	Notes
Government of Assam capital and plan support	175	35%	Multi-year IDP compact; matched funding for Bongora
Central schemes (PM-USHA incl. ₹20 cr sanctioned, DoNER/NEC, HEFA)	175	35%	Prepare MERU-grade proposal for next PM-USHA cycle
Competitive research grants (infrastructure components)	60	12%	DST-FIST/SAIF, MoES, DBT, ANRF
CSR and philanthropy (incl. Cotton 125)	50	10%	Buildings, chairs, scholarships
Own revenue (Development Fund)	40	8%	Overheads, consultancy, executive education, fees from self-financing programmes
Total	500	100%	

Phasing (Moderate)	Phase I 2027–28	Phase II 2029–30	Phase III 2031–32	Total
Development spending (₹ cr)	120	230	150	500
Share	24%	46%	30%	100%

Phase I is weighted to planning, systems, people and Rajnagar; Phase II carries Bongora construction and the CSIC; Phase III completes and commissions.

22. Key performance indicators

Baselines are taken from verified sources where available (year and source shown). "TBE" means **to be established through institutional audit** (Section 3.4). Targets are proposals for deliberation.

Indicator	Baseline (year, source)	Target 2028	Target 2030	Target 2032	Data source	Monitoring authority
UG + PG enrolment	4,723 (2023-24, S2)	5,000	5,500	6,000	Academic Registry / AISHE	Academic Registrar
PhD enrolment (full-time)	574 (2023-24, S2)	600	650	700	Academic Registry	Dean (R&D)
PhDs awarded per year	81 (2023-24, S2)	90	100	110	Controller of Exams	Dean (R&D)
PhD completion within 5 years	TBE	55%	65%	70%	Research information system	Dean (R&D)
Teaching faculty in regular posts	235 regular (SSR 2023); 293 working (NIRF 2025) — reconcile	290	320	350	HR records	Registrar
Professors in position	19 (NIRF 2025)	28	36	45	HR records	VC
Teaching vacancy rate	17.8% (SSR 2023)	10%	5%	<5%	HR records	Registrar
Student–teacher ratio	≈18:1 (computed, S2)	18:1	17:1	16:1	Fact Book	IQAC
Sponsored research receipts per year	₹1.20 cr (2023-24, S2)	₹6 cr	₹15 cr	₹25 cr	Finance; RIS	Dean (R&D)
Active externally funded projects	42 (2023-24, S2)	55	70	90	RIS	Dean (R&D)
Indexed publications (Scopus/WoS) per year	TBE	Baseline +20%	Baseline +50%	2× baseline	Scopus/WoS	Dean (R&D); Librarian
Field-weighted citation impact	TBE (h-index 28 in SSR)	≥0.8	≥0.9	≥1.0	SciVal/InCites	Dean (R&D)
Patents filed (cumulative from 2027)	6 granted 2023 (S2); filings TBE	5	15	25	IPR Cell	Dean (R&D)
Consultancy and testing income per year	₹0 (2023-24, S2)	₹0.25 cr	₹1 cr	₹2 cr	Finance	Finance Officer

Post-doctoral fellows in position	0 (no policy, S3)	10	20	30	HR records	Dean (R&D)
Active international agreements with deliverables	1 active (MNHN Paris, S6); others TBV	4	7	10	MoU database	OIA
Inbound international students and scholars per year	0 students (S2)	20	75	150	OIA	Pro-VC
PG placement (% of on-time graduates)	22% (2023-24, S2)	28%	36%	45%	CDEI tracking	DSW / CDEI
UG placement (% of on-time graduates)	9% (2023-24, S2)	12%	16%	20%	CDEI tracking	DSW / CDEI
Graduate destinations known (% of cohort surveyed)	TBE	60%	80%	95%	Graduate survey	IQAC
FYUGP students completing internships	TBE	60%	85%	100%	Academic Registry	Deans
Credits earned through blended/online modes	TBE	5%	10%	15%	LMS; ABC	Pro-VC
Classrooms smart-enabled; campus Wi-Fi coverage	173 ICT-enabled rooms (S3); Wi-Fi TBE	60% / 70%	85% / 90%	100% / 100%	IT audit	CDO
Infrastructure milestones	Built-up area 60,460 m^2 (S3)	Master plan approved; Academic Buildings 1 and 2 under construction; Rupnagar works begun	Academic Buildings 1 and 2 commissioned; Rupnagar complete; Bongora block 1 under construction	Bongora block 1 commissioned	Estate records	Registrar
Hostel beds as % of PG + PhD students	TBE	25%	32%	40%	Hostel inventory	DSW
NAAC status	A, CGPA 3.05, valid to 05-09-2029 (S2)	AQARs on time; mock review	Re-accreditation completed	Highest attainable MBGL level	IQAC	IQAC Director

NIRF	Data submitted 2025; rank TBV	Participate in 3 categories	Listed in State Public University ranking	Listed in University ranking	NIRF	IQAC
Women among faculty / in academic leadership (Deans, HoDs, directors)	TBE	TBE + 3 pts	TBE + 6 pts	≥40% of leadership	HR records	Registrar
Women among students	66% (S2)	Maintain ≥60%	Maintain	Maintain	Academic Registry	IQAC
Extension and outreach activities per year	20 (2021-22, S3)	30	40	50	Office of Public Engagement	DSW
Policy briefs / evidence reports to government	TBE	5	12	20	Office of Public Engagement	Dean (R&D)
Electricity from on-site renewables	TBE	20%	35%	50%	Energy audit	Estate
Campus carbon intensity (vs 2027 baseline)	TBE (baseline 2027)	Baseline published	−10%	−25%	Carbon audit	Green Campus Committee
Endowment corpus (Cotton 125)	TBE	₹5 cr	₹20 cr	₹50 cr	Finance	Finance Officer

23. Risk assessment and mitigation

Risk	Probability	Impact	Mitigation strategy	Responsible authority
State and central capital funding below plan	High	High	Adopt Moderate scenario with Essential fallback; multi-year compact with the State; prepare DPRs ahead of scheme calls (PM-USHA MERU, DoNER); HEFA only for revenue-backed assets	VC; Finance Officer
Faculty and staff shortages persist (recruitment delays, court cases, outflow)	High	High	Rolling recruitment calendar; cluster hiring; start-up grants for new faculty; housing at Rupnagar; transparent selection to reduce litigation	VC; Registrar
Research income does not recover	Medium	High	Grants office; bridge funding; team-based bids; partnering with IITG, Tezpur, IITM and Japanese partners; track bid pipeline quarterly	Dean (R&D)
Bongora development delayed (access, approvals, contractors)	Medium	High	Early land, access and environmental clearances; phased design; independent project management consultant; Rupnagar as interim growth space	Registrar; Estate
Public opposition to campus or heritage changes	Medium	Medium	No commercial lease of heritage land; master plan public consultation; heritage conservation audit; communication through alumni and students' union	VC; Campus Development Board
Administrative bottlenecks and slow procurement	High	Medium	e-office and GeM procurement; delegated financial powers for grant-funded purchases; service standards; PMU monitoring	Registrar; Finance Officer
Regulatory change (NAAC MBGL, NIRF methodology, HECI)	Medium	Medium	IQAC horizon scanning; data warehouse to adapt reporting; outcome-focused evidence regardless of format	IQAC
Competition from private and central institutions for students and faculty	High	Medium	Distinctive programmes; scholarships; international exposure; brand built on Cotton 125 and clusters	Pro-VC; Deans
Low graduate employability persists	Medium	High	CDEI; internship guarantee; employer advisory boards; skills certificates; outcome tracking	DSW; CDEI
Resistance to institutional change	Medium	High	Participatory consultation (Section 24); quick wins in Phase I; recognition for change leaders; transparent reporting	VC; Deans
HS delinking delayed	Medium	Medium	Formal agreement with Government of Assam; staged transfer of space and staff	VC

Climate hazards (waterlogging, heat) disrupt campus	Medium	Medium	Risk assessment; drainage and resilience works; business continuity plan	Estate; Green Campus Committee
Data inaccuracy damages accreditation or ranking	Medium	High	Fact Book; data governance policy; single source for all submissions; internal audit before submission	IQAC; CDO

24. Stakeholder consultation framework

This draft should be revised through structured consultation before it is placed before the statutory bodies. The following mechanism is proposed [P].

Stakeholder group	Mechanism	Timing
Vice-Chancellor, Pro-VC, Registrar, Finance Officer	IDP Steering Committee meetings; review of each draft	Monthly during drafting
Deans, HoDs, centre directors	Pillar working groups (one per pillar) with a written response template	Weeks 1–8
Faculty members	Open town halls by Faculty; online survey; submission portal	Weeks 2–6
Non-teaching employees	Dedicated meetings; survey on process bottlenecks	Weeks 2–6
Students (incl. PhD scholars, students' union)	Focus groups by level; survey; representation in working groups	Weeks 2–6
Alumni	Cotton 125 alumni consultation events (Guwahati, Delhi, abroad online); Alumni Association	Weeks 3–8
Government of Assam (Higher Education, Finance, STCC, ASDMA)	Consultation meeting on the IDP compact and capital plan	Weeks 6–10
Industry and employers	Employer roundtable via CDEI; Boards of Studies	Weeks 4–8
Research institutions (IITG, Tezpur, IITM, IMD, NECTAR, ICSSR institutes)	Research partner roundtable on clusters and shared facilities	Weeks 4–8
International partners	Written consultation; discussion at partner workshops (e.g., Japan)	Weeks 4–10
Civil society and community representatives	Consultation with NGOs (Aaranyak, Balipara), BMCs, schools	Weeks 4–8

24.1 Integrating feedback

1. All submissions logged in a consultation register by the PMU, coded by pillar.
2. Each pillar working group prepares a "You said / we did" response showing what was accepted, modified or not accepted, with reasons.
3. Revised draft circulated with the response tables; a second, shorter round of comment.
4. Final draft considered in sequence by the Academic Council (academic and research content), Finance Committee (financial framework), Executive Council (whole plan) and the Court, then shared with the Government of Assam.

25. Monitoring, evaluation and institutional accountability

Body [P]	Composition	Role
IDP Steering Committee	VC (chair), Pro-VC, Registrar, Finance Officer, Dean (R&D), IQAC Director, 2 external members, student and staff representatives	Owns the plan; quarterly review; recommends changes to Executive Council
Programme Management Unit (in IQAC)	Coordinator, data analyst, project officer	Tracks milestones and KPIs; maintains dashboard; prepares reports
Pillar leads	Senior officer per pillar	Annual pillar plans; delivery; reporting
Executive Council	Statutory	Approves annual IDP-linked budget; receives risk register quarterly
External Review Panel	Three eminent academics, one administrator, one international member	Mid-term review (2029-30) and final review (2032)

- **Annual cycle:** pillar plans (April); budget alignment (with the State budget calendar); mid-year progress check (October); annual IDP report and public summary (with the IQAC AQAR).
- **Traffic-light dashboard:** every KPI rated green/amber/red against the year's trajectory; red items require a recovery plan within 60 days.
- **Mid-term review (2029-30):** external panel; targets re-based where evidence warrants; aligned with NAAC re-accreditation preparation.
- **Transparency:** the annual IDP report, Fact Book and audited accounts published on the University website.

26. Conclusion: Cotton University in 2032

In 2032 Cotton University should be recognisably the same institution its founders created in 1901: a place where the brightest young people of Assam and the Northeast come to learn, argue and prepare to serve. What should change is the scale and reach of what happens there.

If this plan is carried through, a student entering in 2032 will choose from flexible programmes that combine a discipline with a Grand Challenge minor, take part in research from the second year, intern with a State agency or company, and perhaps spend a summer in Japan or Southeast Asia. Faculty will work in clusters with shared instruments and computing, supported by a professional grants office, with post-doctoral colleagues and international visitors. The University's climate, biodiversity and heritage research will be used by government and communities across the basin. The Panbazar campus will be a protected and living heritage quarter; Rupnagar a graduate and international hub; Bongora a green science campus. And the University will be financed by a broader base: the State, national schemes, competitive research, alumni and partners who have chosen to invest in Cotton's second century.

None of this follows automatically from Cotton's history. It depends on the decisions the University and the Government of Assam take in 2027 and 2028: to verify and publish the University's data, to recruit and retain research leaders, to concentrate investment in a small number of distinctive areas, and to finish the transition from college to university that began in 2011. This draft is offered to the statutory bodies as the basis for those decisions.

Source register

Official University sources are listed first. URLs as accessed in November 2026. "R" sources are secondary and should be confirmed against University records.

Code	Source	Type
S1	Cotton University, UG Prospectus 2026 (FYUGP). admissions.cottonuniversity.ac.in/pdf/UG26/CU_Prospectus2026.pdf	Official
S2	Cotton University, NIRF 2025 Data Capturing System submission (Overall). cottonuniversity.ac.in/storage/uploads/pdf/2414ecf419926eaf351e54bd690bf5bc.pdf	Official
S3	Cotton University, NAAC Self Study Report, 1st cycle (July 2023). cottonuniversity.ac.in/storage/uploads/pdf/a954cfa663d2e3882bc1bf9345701f9b.pdf	Official
S4	Academic and Administrative Audit Report, April 2023. cottonuniversity.ac.in/storage/uploads/pdf/7e58eea70c70a79782a8a9d818a1a9c4-05-08-36y.pdf	Official
S5	Cotton University NAAC portal. naac.cottonuniversity.ac.in	Official
S6	Cotton University MoU register. cottonuniversity.ac.in/storage/uploads/pdf/2c0dc2f3453b28e5866699c5acccf71e.pdf	Official
S7	Centre for Clouds and Climate Change Research (C4R). c4r.cottonuniversity.ac.in/abtus_dept	Official
S8	Cotton University research projects register. cottonuniversity.ac.in/index_research_project	Official
S9	Department of Zoology (Centre for Biodiversity Research). zoology.cottonuniversity.ac.in/abtus_dept	Official
S10	Capacity Building Centre. cpb.cottonuniversity.ac.in	Official
S11	Department of Environmental Biology and Wildlife Sciences. ebws.cottonuniversity.ac.in	Official
S12	Cotton University admissions portal (HS 2026-27; UG 2026-27). admissions.cottonuniversity.ac.in	Official
S13	NAAC SSR Criterion 6.2.1 facilities document. naac.cottonuniversity.ac.in/pdf/Criteria 6_Public/6.2.1.pdf	Official
S14	Careers360, "Cotton University first in Assam to get NAAC A grade…", 6 Sep 2024	R
S15	The Assam Tribune, "NAAC confers A++ grade on Cotton College", Nov 2016	R
S16	Ministry of Education, PM-USHA approval of 78 universities under MERU and GSU components (copy hosted at smkvbastar.ac.in)	Official (GoI)
S17	The Sentinel, "Cotton University receives Rs 20 crore grant under PM-USHA" (2024)	R
S18	The Sentinel, "CU signs MoU with NITTTR Bhopal to train semiconductor workforce", Jan 2026	R
S19	The Sentinel, "Cotton University and IIT Guwahati sign MoU…" (2026)	R
S20	Asia Education Review, "Cotton University joins NER-Japan academic consortium at IITG", 10 Mar 2026	R
S21	The Sentinel, "Cotton and Kagawa Universities convene Japan workshop on climate and biodiversity…" (2026)	R

S22	The Sentinel / NewKerala, Cotton University–Aaranyak MoU, 27 Jul 2026	R
S23	The Sentinel, Cotton University–ASSAC MoU, 12 Aug 2025	R
S24	Northeast News, Cotton University–Balipara Foundation MoU, 22 May 2025	R
S25	Pratidin Time; Northeast Now — space allocation controversy, May 2024	R
S26	G Plus, "Cotton University Rupnagar campus development work halted due to lack of funds" (date TBV)	R
S27	The Assam Tribune, "Rs 256 cr for infra development in colleges and universities" (budget year TBV)	R
S28	EastMojo, "Assam: Cotton University looks towards new horizons", 17 Jul 2023	R
S29	Secondary compilations of NIRF 2025 results for Gauhati University (e.g., zollege.in)	R
S30	Secondary compilations of NIRF 2025 for Assam universities (aubsp.com); G Plus on Dibrugarh MERU grant, Feb 2024	R
S31	The Sentinel, "Cotton University marks 126th Foundation Day…" (2026)	R
S32	Careers360 and others on NAAC binary accreditation and MBGL (2025–2026)	R
S33	The Cotton University Act, 2017 (India Code)	Official (law)
S34	Department of Botany, Cotton University, alumni meet and centenary notice, June 2026	Official
S35	Office of the Vice-Chancellor, "Academic Building" allocation plan (proposed Academic Buildings 1 and 2: MCB; BKB; New Academic Building), supplied to the IDP drafting team, November 2026	Internal (proposal)