

# **SRI DEVARAJ URS ACADEMY OF HIGHER EDUCATION & RESEARCH**

**A Deemed to be University  
Tamaka, Kolar, Karnataka.**

**Declared under Section 3 of the UGC Act, 1956  
vide MHRD, Government of India Notification No.F-9-  
36/2006-U.3 (A) dated 25<sup>th</sup> May 2007**



## **Strategy Plan**

**Academic Year – 2020-30**



# SRI DEVARAJ URS ACADEMY OF HIGHER EDUCATION & RESEARCH

A DEEMED TO BE UNIVERSITY, (DECLARED UNDER SECTION 3 OF THE UGC ACT, 1956)

TAMAKA, KOLAR 563101, KARNATAKA, INDIA

Name of the Policy/ Guidelines	Strategy Plan	
Short Description	The strategy plan (perspective plan) directs towards the goal of The Academy	
Scope	This policy is applicable to all the administrative officers, faculty and non-teaching staff of the constituent colleges and departments of SDUAHER (Deemed to be University).	
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## MESSAGE FROM CHANCELLOR

Cordial greetings and warm wishes to all from Sri Devaraj Urs Academy of Higher Education and Research.

With delight and immense pleasure, I write this Message as part of our University's Strategy Plan document. This document envisages the goals and aspirations of our team at the University. I have always believed that clarity of concept always adds to enhanced performance. Better awareness drives better choices and better choices create better results. The year that has passed by has been an eventful one and our University has made admirable progress in the areas of academics and having undertaken projects committed to serve the community around as part of our social responsibility. We have pursued in our efforts to progress as an institution committed to excellence and research. In academics, we have successfully introduced mechanisms to assess attitudes and communication skills of our postgraduates, a 360° evaluation of our House Surgeons for competencies & strengthening our e-learning process. We have successfully started M.Sc. programs in four faculties of Allied Health Sciences and have established a Centre for M.Phil. and Ph.D. programs. We have also established during the year the Department of Audiology & Speech Pathology and we would be offering the integrated B.Sc. /M.Sc. programs from the academic year 2020-21. Our effort at total automation in our evaluation system – generation of Question Papers from our validated Question Bank, on-line secure transfer to the exam hall and computerization of post examination processes are being successfully implemented.

Towards our University's social responsibility, this year we have initiated efforts to put up a new facility for The School for Mentally Challenged at the foothills of Antarganga at a committed investment of 1.25 Crores. We have also contributed to revitalize the lakes and ponds in Kolar district. We had contributed over Rs.120 lakhs ( including a days salary of all in the University ) towards relief work to the state Government following heavy rains and destruction in North Karnataka.

Towards adding to the infrastructure in the campus, We have established a State Of Art Department of Accident and Emergency services ( **EMD** ) which will meet any standard and also our University has now established **CARE** – Centre for Advanced Research and Excellence involving physiotherapy, Central Diagnostic Laboratory Services, Central Research Laboratory and Skills Lab. We are also replacing our Hospital Information System with a newer soft ware which will support our need for Data Analytics and to progress towards EMR facility in the near future.

In our quest to support research among our faculty and Residents, we have received nearly Rs. 63 Lakhs as external research funding this year. We have entered into a research collaboration with NIHR, University of Liverpool, UK with NIMHANS. We are also establishing the UNESCO chair of Bioethics Unit of the International Bioethics network in collaboration with UNESCO. We are also initiating research projects for ROP screening.

The University was shortlisted by the Government of Botswana to train their selected nurses in advanced care in ICUs – Adult and Pediatric, OTs, Accident Emergency services, CATH lab and Dialysis services. The first batch of nurses sent from Botswana were successfully trained at our hospital for three to six months and recertified before their return to their country.

I thank all my colleagues at the University for these small achievements during the recent year and I wish to share a thought – **“What separates the best from the rest comes down to habits”**.

## About the Academy

In the year 1984, a group of dedicated and like-minded visionaries headed by Shri.R.L.Jalappa, a champion of Co- operative movement in the state of Karnataka established Sri Devaraj Urs Educational Trust for Backward Classes with the focus on provisioning of Medical Education and Social Services.

The trust started Sri Devaraj Urs Medical College at Tamaka, Kolar, in the year 1986. Through this college, the trust sought to make a significant contribution to Medical Education, Research and Health Care to rural population. The college is located 5 Km away from Kolar Town, Karnataka.

The trust in its stride for attainment of quality in education and Health Care Services has obtained accreditation for its Medical College by National Assessment and Accreditation Council (NAAC, India) and Certification by ISO 9001-2000 in the year 2006. Sri Devaraj Urs Medical College is one of the few medical colleges in India to have achieved these remarkable dual feats of accreditation as early as in 2006.

This inspired the Trust to apply for Deemed University status for this college in the name and style of Sri Devaraj Urs Academy of Higher Education and Research, comprising of Sri Devaraj Urs Medical College. The University Grants Commission conducted an inspection in April 2007 and after being satisfied with the infrastructure facility and teaching facilities, recommended to the Ministry of Human Resource Development, Govt. of India, to confer 'Deemed to be University' status to this medical college. Accordingly, the Ministry of Human Resource Development, Govt. of India, conferred Deemed to be University status under Section 3 of UGC Act 1956 to the Medical College on 25<sup>th</sup> May 2007, vide Ministry of Human Resource and Development, Government of India, Notification No.F.9-36/2006-U 3(A) dated 25<sup>th</sup> May 2007.

The establishments of the University and the constituent institution are co-located at Tamaka village, Kolar and spread over more than 72 acres of lush green

campus with several buildings to accommodate the medical college, administrative offices, teaching/training facilities, hospital and hostels with a total built up area of over 1.17 lakh sq. mtrs. Currently, the university has two faculties of studies viz; Faculty of Medicine and Faculty of Allied Health Sciences. The medical college conducts Under Graduate Degree (MBBS), Post Graduate Degrees (M.D./M.S.), Post Graduate Diploma courses, Doctoral Programmes in Anatomy, Physiology, Biochemistry, Microbiology, Pathology, Ophthalmology , E.N.T. and Fellowship Programmes in Head and Neck Surgical Oncology as well as Oral surgical Oncology.

The University has developed regulations, curricula/syllabi for MBBS, Postgraduate (M.D. /M.S.) and Postgraduate Diploma Courses as per the policy guidelines laid down by the Medical Council of India, New Delhi. While core curriculum as per regulatory bodies is retained, modifications of curriculum required are done after obtaining feedback from the stakeholders. The university has established a Department of Medical Education (UDOME) to train the trainers in the processes of curriculum development as well as teaching learning and evaluation modalities. All the Undergraduate and Postgraduate courses offered under the Faculty of Medicine are recognized by Medical Council of India. The college is also recognized by the Malaysian Medical Council since the academic year 2009-10.

The Departments under the Faculty of Allied Health Sciences offer Doctoral, M.Phil. Postgraduate and Undergraduate programmes. The Department of Allied Health Sciences conducts vocational programs in six specialties and the Department of Cell Biology and Molecular Genetics offers innovative courses viz., M.Sc. in Molecular Biology and Human Genetics, Postgraduate Diploma in Genomic Technology, M.Phil. in Molecular Cell Biology and Medical Genetics and Ph.D. in Molecular Biology and Cytogenetic Studies. In addition, the university also offers postgraduate programmes on Library and Information Science (MLISc) and in Public Health (MPH) under the aegis of same faculty.

Taking note of the current trends on integration of Complementary and Alternative Systems of Medicine (CAM) in medical practice world over, the

university has established the Department of Integrative Medicine recently to provide holistic health care facilities to the patients suffering from chronic diseases. The department offers Post Graduate Diploma in Yoga Practice. The regulations and curricula for the courses offered under the faculty of Allied Health Sciences are designed and developed in-house by relevant bodies taking into consideration the skills and competencies to be acquired by the students of each discipline of study.



# Vision, Mission and Objectives

## VISION:

“University of Excellence - Knowledge for Posterity”

## MISSION:

- To be a global centre of excellence for Teaching, Training and Research in the field of higher education.
- To inculcate scientific temper, research attitude and social accountability amongst faculty and students.
- To promote value based education for the overall personality development and leadership qualities to serve the humanity.

## OBJECTIVES:

- To provide need based infrastructure and facilities to students to become responsible professionals with social commitment and accountability.
- To implement innovative programmes effectively in teaching, learning and evaluation.
- To impart scientific and socio cultural temperament among students to forge national identity and needs.
- To provide instruction and training in basic and advanced branches of learning.
- To provide facilities for research for the advancement and dissemination of knowledge.
- To undertake extra-mural studies, consultancy, extension programmes and field outreach services for the development of society.
- To collaborate with other universities, institutions of excellence and research organizations within the country and outside for the purpose of teaching, training and research.
- To undertake need based activities for the betterment of socially and educationally backward society.

## Core values

**a. Academic Excellence:**

- Excellence in teaching, research , creative endeavours, students services and all aspects of the university operation , is continuously pursued in the Academy

**b. Student Focused**

- The Academy was created for the backwards class students. They are the forefront of all the academy activities , listened to and involved at all the levels of decision- making in the university

**c. Honesty and Integrity**

- Integrity and honesty give the ability to realize the greater good in their actions programs, held accountable by doing what is right and ethical, and communicating with honesty, directness and respect.

**d. Freedom of inquiry**

- The Academy is open and welcome to diverse people, ideas and perspective from across the country. This strengthen the academic programs and prepares students to be competitive on the international stage.

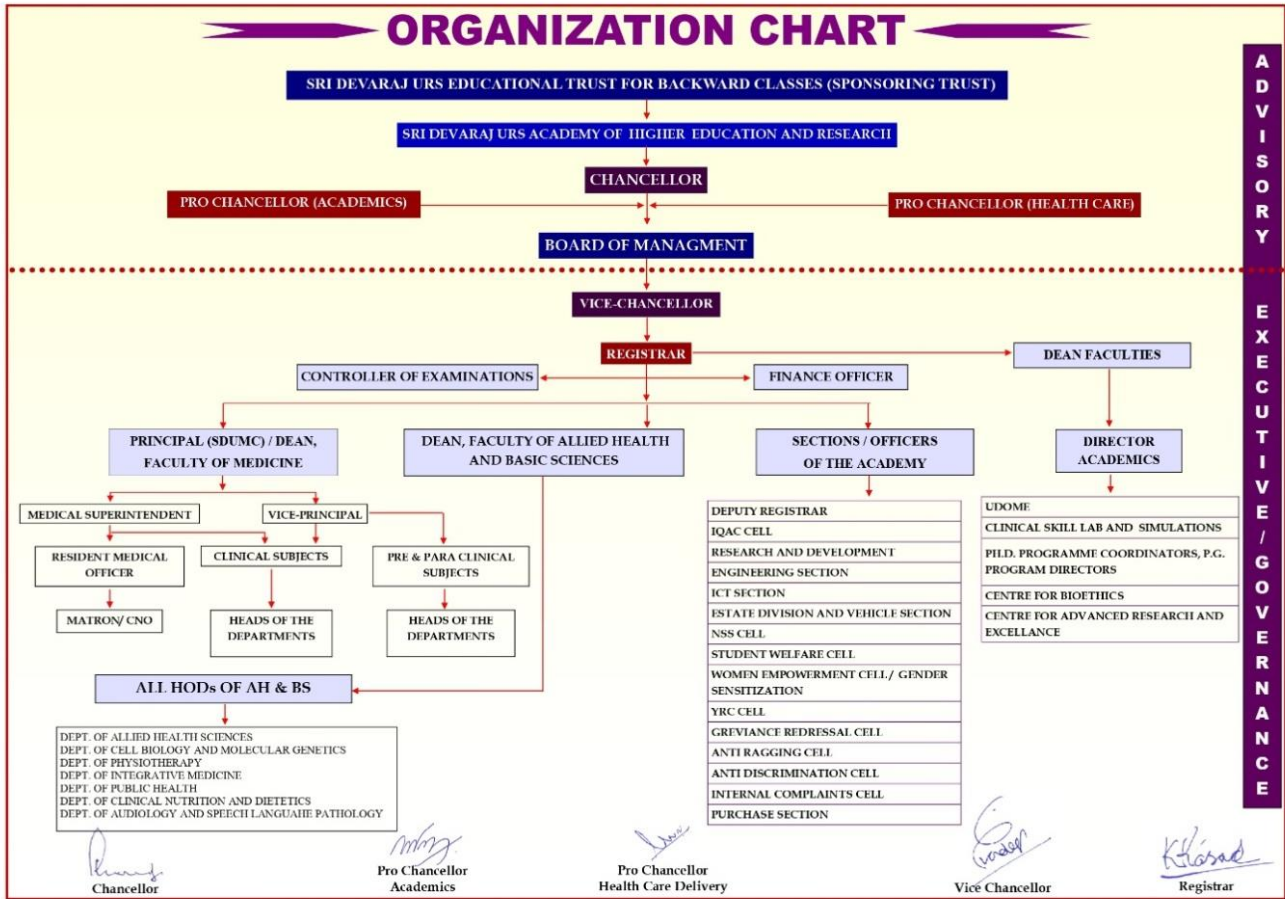
**e. Innovation and Creativity**

- Creativity and innovation are hallmarks of the academy journey to create a niche in higher education. It will seek new approaches to service delivery, new academic programs, and provide a conducive environment for curiosity and imagination.

**f. Accountability**

- The Academy is accountable to its students, staff, stakeholders and the public for fulfilling its mission through a strong and effective stewardship of resources and assets – financial, infrastructural and human resources.

# Organogram



# Goal and strategies

## Goal 1: Quality Teaching and Learning

### 1.1 To be a globally recognized University for creative and innovative curriculum development delivery and assessment.

The University has to create learning experiences for students and Teaching experiences for staff that are among the best. The University will apply the best evidence and practice in learning, teaching and assessment to ensure that students and graduates can apply knowledge and clinical skills in assessment and in the work place. The University will also ensure that the best quality Academic management principles are applied throughout the student's life cycle.

The University is ready to respond to these challenges by committing to constant review and re-designed its curricula in creative an innovative ways informed by research and in close consultation with their stake-holders. The main streaming of innovation entrepreneurship in to the curriculum will be key, to the student-centre learning approach design to equip students with the necessary knowledge and skills for them to engage and contribute creatively to the transformation of the society.

### 1.2 Ensure that curriculum is tailored to the industrial needs.

The vision and mission of the University are aligned to the objectives of perspective plan from 2018 to 2027. The nature of teaching and learning will be contextualized and will empower our graduate to contribute to industrial need and respond to educational, scientific and research challenges. The programmes offered in The Academy will prepare students to actively engage in the community, hospitals, clinical service areas and other Allied Health Services. We will embed the graduate's attributes in all of our curricula outcomes and we will listen to graduate employers, for higher education to be relevant to the job market.

### 1.3 Nurture the best of Teaching and assessment practices.

The Academy will put emphasis on student learning and ensure pedagogical and assessment practices are fair and rigorous. The Academy will explore methods to appropriate teaching and learning in the national context and develop pedagogies that are informed by the research. The University will further develop a teaching and learning environment that encourages deep learning and cultivate intellectual curiosity and critical thinking in all learning activities. Where possible, there will be academic flexibility in the choice of

the modules that lead to the graduation. We will focus on achievement of competencies and credit accumulation rather than being time bound. The University pledges to develop assessment practices that focus on learning, standard and efficient administration and emphasize formative feedback to maximize students understanding and success.

#### **1.4 Deliver an outstanding student experience.**

The Academy commits to improving the quality of the students experience and the level of engagement by the students with the staff and fellow students in, curricular and co-curricular activities. The students will co-create the University experience through a strengthened and coordinated approach to student's services. The University is also committed to inclusive services and programmes that bring together students from a range of national, cultural and social economic backgrounds. The University will develop a career and employability services that will offer support for graduating student.

#### **1.5 Encourage and reward excellence and creativity in teaching learning and assessment practice.**

The role of staff in designing and delivering, all forms of learning experience and engaging with students is also crucial. The University will continue to emphasize the importance of excellence in teaching, learning and assessment, and will put in place effective performance management by rewarding the teachers after the appraisal.

### **Goal 2: Research - LED Academy**

#### **2.1 Excel in interdisciplinary research.**

The University will express its one-ness while valuing the contributions of its disciplines. It will continuously evaluate and strategically match areas of highest performance in grants management and output.

#### **2.2 Prioritize research areas that advance the University as an excellence.**

The University will give it support to the development of the centers of research excellence that reflect major challenges and initiate sustainable goals to procure excellent research scientist and develop research scientist.

#### **2.3 Establish a hub for knowledge dissemination and being better able demonstrate the impact of our research**

The University will encourage the publication of research in international journals of high standing and enhance the reputations of indexed university journals through the publications of quality research and fellowships.

#### **2.4 Support and develop quality research capacity.**

The University will support distinguished scholars in the University and provide incentives to increase their research productivity. The University will invest in attracting retaining and training young academics by providing structure research programmes such as M.Phil./Ph.D. and Post Doctoral Research fellowships.

#### **2.5 Attract post graduates in focused areas, nurturing them to become productive researches.**

The University will provide research environment for post graduate students. The University will provide training programmes to ensure that both supervisor and students are aware of the respective rules in the research learning process.

#### **2.6 Develop a systematic approach to the provision, management, maintenance and access to an internationally competitive research infrastructure.**

The Academy provides infrastructures equipment's to the best in class for research purpose. The University will develop a consolidated research infrastructure plan that matches resources with requirements and enables planning for future funding.

#### **2.7 Encourage, enable and support research collaborations and partnerships for maximum mutual benefit.**

The University values all research partnerships and collaborations that enhance the impact of our research. Regardless of size or scope, it is largely through collaboration that we broaden our existing knowledge and research capabilities. Our researchers should have close collaboration with others holding common aspirations and complementary capabilities.

### **Goal 3: Institution of choice for students**

#### **3.1 Responsive to the needs and expectations of students**

The successful recruitment of talented young people and their retention will depend on how best the University meets the needs and expectations of the current students. The student voice is critical and the Academy will ensure that they engage actively in all formal organs of the University including senior staff appointment committees.

#### **3.2 Ensure academic support programmes.**

Effective academic support builds student success and enhances the learning experience. Irrespective of background, all students admitted to the University have access to flexible, responsive support systems, and learning

environments that enable them to develop inquisitive minds, and refine their skills and talents while acquiring knowledge and practical experience. A comprehensive student monitoring with an early warning and intervention scheme, will be introduced to anticipate student's advancement to graduation.

### **3.3 Ensure student's development and well-being services, including career guidance.**

Student support services will be provided on campus, to cater for the health and wellbeing of the students. The university will develop the Careers and Employability Service to work with academics, students, and external partners to contribute to the development of meaningful experiential learning.

### **3.4 Improve teaching spaces and learning resources.**

New and refurbished infrastructure will provide sufficient and appropriate spaces for teaching and learning. Priority will be given to rehabilitation and maintenance of existing facilities before investing in new infrastructure. Conventional libraries will give way to learning resource centers and learning resources and ICT services will be strengthened to support teaching, learning and research initiatives.

### **3.5 Ensure provision of living and accommodation spaces.**

Stakeholder partnerships will enable us to provide living accommodation for students, with social spaces, restaurant and self-catering spaces, giving priority to Campuses, female students and students with special needs.

## **Goal 4: High quality infrastructure & systems**

### **4.1 Construct and maintain an academically conducive physical environment.**

The University will construct and maintain its facilities based on the master plan. The University will always build to well-defined and consistent standards and maintain its holdings in good order. It will create an inviting environment for the wider community to share the experience of the campus and its activities. The University will encourage innovative design and architectural quality in its buildings and ensure that they are sustainable and fitting of a world class university.

The University will develop infrastructure for research that is amongst the best and will contribute to the development of collaborative research platforms. It will develop environments to support a conducive experience for students and staff, and for administrative efficiency and effectiveness.

## **4.2 Embrace and develop ICT and Instructional Technology for learning and research.**

The University ICT services will be responsive to the needs of its students and staff and will have the capability to respond to challenges with quickness and an innovative approach to solve national problems. The Academy will create an educational ISP (Internet Service Provider) to increase access to affordable internet services. This will improve research and increase quality in teaching, learning and assessment.

## **Goal 5: Responsible leadership and management**

### **5.1 Entrust responsibility and accountability in UR organizational structure.**

Appropriate sharing of powers is inherent in the University's organizational structure. It is essential that responsibility and accountability, characterized by clearly delineated decision-making authority, be decentralized and entrusted to the Campus and their respective administration units. In the interest of promoting efficiency and good corporate governance, the University will put effective systems in place to delegate all appropriate Human resource, finance and other relevant services to the Academy, while maintaining a central administrative core to perform a facilitating, coordinating and monitoring role, ensuring that the University fulfills its statutory obligations.

### **5.2 Ensure effective planning.**

The University will maintain a systematic approach to strategic and operational planning whereby core business objectives align with the Academy vision. We will anticipate and proactively address significant changes in external and internal environments. The University will put in place an annual cycle of performance monitoring, evaluation and adaptive planning linked to a budget system to ensure optimal management of financial resources. This will be managed and monitored through the University's Planning and Accountability Framework under the Office of Deputy Vice Chancellor for Strategic Planning and Administration.

### **5.3 Streamlined and adaptive administrative and decision-making processes.**

It is essential that the academy's administrative and decision-making processes are streamlined. The University will regularly review its policies, processes and systems, and review improvements on an on-going basis. Efficient electronic transactions, supported by and integrated ICT structure, will provide real-time access to information for students, staff and management decision-making.



#### **5.4 Service level agreements that drive efficiency.**

The Academy pledges to be a compassionate institution that cares for its clients, whether staff, students, suppliers, or the general public. Service-level policies, standards of performance and codes of conduct will drive service excellence and the continuous improvement of processes and practices. Performance will be regularly monitored and evaluated, with a view to improving the quality of services offered to internal and external stakeholders.

### **Goal 6: Financial sustainability**

#### **6.1 Implement sound financial management systems.**

The University is committed to cautious, responsible and sustainable financial management. Financial considerations will be built into all key decision making processes and there will be thorough budgeting and financial planning analysis and assessment of all initiatives and projects from the Academy before budget approvals.

#### **6.2 Control expenditure.**

The University will continue to ensure that expenditure is aligned to strategic goals and that expenditure is matched by increases in revenue. There will be an increased focus on cost-savings, efficiency and avoiding duplication, and managing operating activities in relation to funds generated. IT solutions will be used to cut administrative costs that are incurred in coordination and monitoring of the Campus.

#### **6.3 Generate more revenue.**

The University will strive to optimize revenue from existing sources and will develop new sustainable revenue streams as well as seek to expand the existing activities. Innovation and diversification will be encouraged while ensuring alignment with the vision. The University will improve its resourcing capability so as to continue performing in research, teaching and learning. The University will develop a policy that will guide the university strategic, sustainable and diversified revenue growth.

# Implementation plan

## Perspective Plan 2018-27

The Perspective Plan of Sri Devaraj Urs Academy of Higher Education and Research has been prepared in consonance with its vision, mission and objectives for the years starting from 2018 to 2027 (10 years). This is the second perspective of SDUAHER being put forth as the first plan is coming to close by the end of 2020 and majority of the goals envisaged in the first plan have been achieved in a time bound manner. The IQAC of the Academy has played a critical role in preparation of the second Perspective Plan document. The inputs from stakeholders on their expectations, the developmental plans in terms of academic, research infrastructure of SDUAHER and finally the administrative policies to support efficient governance form the theme of this document.

### I. Quality teaching and learning

Education imparted at SDUAHER level requires to be focused and its objectives should be well thought to meet the needs of the students to perform well in their respective fields of training. There should be a scope for the students to develop deeper and wider insights in to the courses of study. This would kindle their critical thinking and enhance ability to solve the problems. Thus SDUAHER keeping these perspectives as the backbone designs the curriculum, teaching, learning and evaluation activities and has planned the following academic goals to be achieved in a time bound manner.

1. To establish new Departments of studies in Allied Health and Basic Sciences, Humanities and other relevant fields of studies.
2. To create new faculties of studies by bringing the Engineering College, Nursing College and Management Colleges run by the Sri Devaraj Urs Educational Trust under the ambit of SDUAHER.

3. To work towards starting of multi-specialty courses in the subjects of Urology, Cardiology, Nephrology and Gastroenterology on a priority.
4. To establish sub-specialty clinics and start Fellowship Programmes in such areas of specialization.
5. To establish / create specialized centers of studies particularly in the areas of dysmorphism, learning and physical disabilities.
6. To start courses of interdisciplinary and innovative nature with an objective to promote skills and develop entrepreneurship development in collaboration with Institutions of Excellence and Industries.
7. To strengthen the e-learning process through conduct of workshop training programmes and create a considerable e-learning resources.
8. To effectively implement the academic reforms initiated by SDUAHER from time to time in consonance with its relevance to the training processes.
9. To bolster Curriculum Development Committee and to continue to develop and adopt innovative curricula for the courses already in vogue and also for the new courses (to be introduced in future) in accordance with the guidelines of statutory bodies wherever applicable.
10. To maximize the scope for add-on certificate courses / elective courses across all programmes.
11. To start Ph.D. programme in all departments as per the Ph.D. UGC Regulations - 2016.
12. Diversification of education / courses at postgraduate and super specialty levels.

## **II. Research - Led Academy**

Research and related scientific activities / programmes are accorded highest preference in SDUAHER. The faculty and students are encouraged to engage themselves in befitting research activities suiting to SDUAHER standard. Notwithstanding this, structured research leading to M.Phil. / Ph.D. is encouraged in most of the academic departments. There is a special emphasis on interdisciplinary research to enhance the quality of research. In this direction, the clinical

departments have been inducted to conduct research along with the basic science departments and the outcomes have been encouraging. The following goals are envisioned in the Perspective Plan to enhance research capabilities and output:

1. To further strengthen the research capabilities by providing continued training in Research Methodology.
2. Collaborate with institutions of Excellence for enhancement of quality of research and publications.
3. Reinforce facilities for interdisciplinary research by enhancing the manpower and other facilities.
4. To strengthen the thrust areas of research identified by each department to facilitate advanced research in the concerned domains.
5. Faculty to narrow down to specialized and unique areas of research for national and international recognition.
6. To create advanced center for research in congenital anomalies and learning disabilities.
7. To aim and attract extra-mural funding for research.
8. To engage in clinical trial research and establish required facilities in a time bound manner.
9. To perform research to opportunities for applying for patents.
10. To perform research to exploit various opportunities and scopes to obtain patents through research.

### **III. Institution of choice for students**

1. To further augment co-curricular activities in a planned manner through NSS and YRC, NGOs etc. to endow students with soft skills and moral ventures
2. Construction of new Boys Hostel for Medical College students.
3. Setting up of a separate Department of Information and Communication Technology (ICT) to support the initiative of e-governance and e-learning.
4. Construction of a new multipurpose Indoor Stadium to house facilities for Shuttle Badminton, Basket Ball, Volley Ball etc.

5. Construction of separate playground for Track events, Food Ball and Cricket as well as a Swimming Pool.

#### **IV. High quality infrastructure & systems**

Availability and optimal use of infrastructural facilities are critical for efficient conduct of educational programs in SDUAHER. The development in the academic advancements in the institution should be coupled with a commensurate growth in the infrastructure and therefore it should be a continuous process. Apart from creating necessary facilities for academic programs, there should also be availability of supportive facilities in the campus for the overall pleasant and satisfying ambience to benefit all stakeholders. Creation of the following additional infrastructural facilities and strengthening of existing ones shall be the priorities of the institution during the Perspective Plan period 2018-2027:

1. To provide new equipment as deemed necessary, for enhancing the quality of research, patient care and teaching-learning activities.
2. Construction of separate premises to accommodate School of Allied Health Sciences.
3. Setting up of a separate Department of Information and Communication Technology (ICT) to support the initiative of e-governance and e-learning.
4. Construction of new Boys Hostel for Medical College students.
5. To have an independent University campus with separate administrative building, various departments of studies, Research Lab and other facilities
6. Construction of a new Animal House and up gradation of Mortuary and Cold storage facilities.
7. Construction of a new multipurpose Indoor Stadium to house facilities for Shuttle Badminton, Basket Ball, Volley Ball etc.
8. Construction of separate playground for Track events, Food Ball and Cricket as well as a Swimming Pool.

## **V. Responsible leadership and management**

SDUAHER appreciates the importance of Governance and Leadership in its right spirit and considers it as crucial and critical towards promoting this Academy to greater heights and fame to realize its vision, mission and objectives within the scope of academic and administrative autonomy bestowed by the UGC. Our resolve is to create an atmosphere which is congenial for keeping pace with the changing needs as per the global trends in education. The Governance and Leadership policies of this institute focus on the involvement of staff and students alike in the same loop. SDUAHER ensures that the governance policies are in tandem with growth plans of SDUAHER. The ethos of governance, include:-

1. Practice of academic audit, Performance Appraisal and analysis of Confidential Report are to be implemented forthwith for faculty and supporting staff.
2. To continue with the promotion of conduct of CME / Workshop / Seminars / Guest Lectures and aim to organize State / Regional /National level conferences of various professional organizations.
3. To establish and strengthen the collaborations with Non-Governmental Organizations (NGOs) to provide services relevant to societal needs.
4. Creation of student friendly compass with strict adherence to the Code of Conduct for students so as to inculcate discipline among students and make the campus a Ragging free Zone.
5. To institute and award Fellowships, Visiting Faculty / Adjunct faculty programme.
6. To train and utilize the manpower through capacity building programmes.
7. Enhancement of quality of administration by ensuring availability and use of relevant software by various functional units and achieve a state of integrated e-governance.
8. To work towards improving the NAAC accreditation status and obtain certification and accreditation from other relevant bodies.
9. Strengthening the functioning of Human Rights Cell (HRC), Women Empowerment Cell (WEC), Youth Red Cross (YRC), Red Cross Society (RCS),

Non-governmental Organization (NGO) in a time bound manner to achieve the defined goals and objectives.

10. To promote the activities of Alumni Association (AA) and Parent Teacher Association (PTA) with well-defined activities and achieve them in a time bound manner.
11. To build qualitative strength in the use of Information, Communication and Technology in teaching, learning and evaluation system and provide interactive e-learning facility as well as creating an e-content repository.
12. To establish linkages with other institutions of excellence and other Universities within and outside the country.
13. To strengthen the system of feedback on teaching and evaluation system by the students so as to enable the teachers in developing a sense of responsibility and an attitude for improving their performance in teaching and evaluation processes.
14. To strengthen feedback analysis in a time bound manner to enable SDUAHER to initiate corrective measures for continuously improving its overall functioning.
15. To attract more consultancy services in the areas of health care services.
16. To provide training for Soft Skill development of the employees to make them more skilful, competitive, humane and effective.
17. To further provide internationalization of education by attracting more students and faculty from abroad.
18. To enhance the manpower availability for patient care, research and teaching- learning - training activities.
19. To aim for prudent fiscal management policies leading to a financially viable Academy.

## **VI. Financial sustainability**

### **Review of Perspective Plan of The Academy. 2020-22**

#### Explanatory Note:

Under Vision 2020 - 2022 document as composite short term goals derived from the Perspective Plan of The Academy and as per the Vice Chancellor's Vision the following will be implemented.

#### **I. Quality teaching and learning**

1. Centres of Excellence - The Academy plans to establish two to three Centres of Excellence every year as well as strengthen the existing Centres of Excellence viz. by empowering University Department of Medical Education (UDOME) so that it can effectively bring quality in faculty development.
2. After the Academy achieves better NAAC ranking there is a plan to start off-campus centres of the Deemed to be University so that the other institutions run by the Trust can also become the constituent units of The Academy and enable the Trust to start a College of Pharmacy.
3. The Academy plans to work towards starting of super-specialty courses offering DM / M.Ch. in the subjects of Urology, Cardiology, Nephrology and Gastroenterology.
4. The Academy plans to strengthen e-learning process through conduct of workshop training programmes and create considerable e-learning resources.
5. The Academy will empower the Curriculum Development Committee to continue to develop and adopt innovative curricula for the courses already in vogue and also for the new courses (to be introduced in future) in accordance with the guidelines of statutory bodies wherever applicable.



## **II. Research - Led Academy**

1. The Academy will provide necessary support for faculty in terms of monetary and logistics support so that they can attract national and international funds / grants in their fields of research interest.
2. The Academy also plans to organize various events to recognize research scholars who have excelled in research activities i.e. Research Day celebration, National Research Seminar etc.
3. The Academy plans to enhance research activities to explore various opportunities and scopes to obtain patent through research.

## **IV. High quality infrastructure & systems**

1. To strengthen and to add quality to the ongoing programmes under Faculty of Allied Health and Basic Sciences, The Academy plans to establish an independent School for Allied Health Sciences with state of the art infrastructure and quality faculty.
2. To have an independent University campus with separate administrative building, various departments of studies, Research Lab and other facilities.

## **V. Responsible leadership and management**

1. NAAC - The Academy plans to achieve the highest NAAC ranking in the next cycle of assessment so as to achieve greater autonomy in the functioning of the Deemed to be University.
2. Enhancing Public Perception - The Academy shall offer its candidature for accreditation through various ranking agencies such as NIRF, QS I-Gague etc.

3. Quality Health Care - R.L.Jalappa Hospital and Research Centre of The Academy has started implementing measures to achieve full NABH accreditation status which will help in enhancing the trust of the society and students regarding the health care services being provided in the hospital.
4. The Academy also plans to empower the existing institutions of SDUET to get the highest level accreditation from NAAC so that these institutions could also become constituent units of Deemed to be University.
5. Extension Services

The Academy as a part of its vision, mission and objectives as spelt out in the MoA with UGC Deemed to be University Regulations 2019 has plans to provide following extension services as a part of its social responsibilities towards the society:

- a) Comprehensive school health care in collaboration with NGOs such as Rotary organisations.
- b) Adolescent girl health - save the girl child in collaboration with NGO agency i.e. Eco femme.
- c) Empowering law enforcing agencies such as police force, judiciary and medico-legal fraternity.

# Monitoring and Evaluation Framework

Goal 1: Quality teaching and learning			Baseline data	Target
Strategy Priorities	Key performance Indicator		2020	2021
<b>Improve quality of education</b>	Number of accredited relevant Under Graduate courses (relevant for employment)	UG	<b>Convener Criterion I</b>	
		PG	<b>Convener Criterion I</b>	
		PhD	<b>Convener Criterion I</b>	
	Number of courses developed /reviewed based on Industry input.		<b>Convener Criterion I</b>	
	Number of Internal/External Examiner's reports (for exams)	Reports from the Examiner		
	% of tutorial classes		<b>Convener Criterion II</b>	
	% of modernized laboratories		<b>Convener Criterion IV</b>	
	% of Ph.D. qualified staff		<b>COE</b>	
	Staff / students ration aligned to standards	Faculty of Medicine	<b>Dean</b>	
		Faculty of AHS & Basic Sciences	<b>Dean</b>	
	Number of staff using e-learning platforms		<b>LMS Coordinator</b>	
	Expanded subscription to e-resources		<b>librarian</b>	
	Number of Mbs/sec for internet connectivity		<b>IT Section</b>	
	Assessments reports of standard pedagogical methods of practical teaching and learning		<b>Convener Criterion II</b>	

Number of inspection reports on practical's and laboratory resource centers sessions.		<b>Convenor Criterion II</b>		
Bed to student Ratio		<b>MS</b>		
No of books and resources		<b>Librarian</b>		
No of Elective/ Value Added Course		<b>Director of Udome</b>		
No of Students Successfully completed the Elective course		<b>Director of Udome</b>		
Software for Teaching Learning		<b>librarian</b>		
No of Student Application		<b>Director Admission</b>		
No of Student admitted from other states		<b>Director Admission</b>		
No of Student admitted from other Country		<b>Director Admission</b>		
No of ICT enabled Classes		<b>Convenor Criterion IV</b>		
Student/Mentor Ratio		<b>Director Student Welfare</b>		
No of Graduate Outcome	UG	<b>COE</b>		
	PG			
% of student with industrial internship		<b>Dean</b>		
No of MOUs between academy and Industries for Internship		<b>Dean</b>		
Number of Program to incorporate Problem Based Learning		<b>Convenor Criterion II</b>		
% of usage of Skill Lab facilities		<b>Director Skill Lab</b>		

Goal 2: Research - Led Academy			Author	Baseline data	Target
				2020	2021
Set up and implement scholarships and grant schemes for post graduate studies and research grant scheme for staff	Number of Ph.D.	Internal	Director of Admission		
		External			
	Number of PG students		Director of Admission		
	Number of academic staff receiving Research grant	Internal	Criterion - 3 Convenor		
		External			
	Number of Successful research grant proposals	Internal			
		External			
	% of staff with operational research accounts	Internal			
		External			
	Promote impactful interdisciplinary research at the University.	% of research projects with interdisciplinary teams			
% of research output translated into quality service provision					
% of research output translated into useful products					
% of research output used to inform policy formulation					
% of research output translated into innovation					
Increase per capita publications by academic staff and postgraduate students in peer reviewed journals captured by scopus or web of science.	Number of annual per capita publications in peer reviewed journals				
	Number of Journals accredited by Web of Science				
	Number of papers co-authored and published in peer reviewed journals by post-graduate students and staff				

<p>Establish a funding scheme for scientific publications, Professional bodies registration and conference presentations by academic staff</p>	<p>Number of staff publications and conference presentations funded</p>			
<p>Promote research centers of excellence in critical areas.</p>	<p>Number of new centers of excellence created in priority areas: Biomedical laboratory, ,Entrepreneurship and Innovation</p>			
	<p>Number of new research associates to research centers of excellence</p>			
	<p>% of post graduate students graduated</p>			
	<p>Number of post docs</p>			
	<p>Number of student and staff exchange</p>			
	<p>Number of innovation projects</p>			
	<p>Number of publications outputs from the centers</p>			
	<p>Number of IPR, and patents</p> <p>Number of new research grants won by research centers</p>			
<p>Develop and operationalize a thriving skills ecosystem for attracting and nurturing talents for impactful research</p>	<p>Number of teaching faculty research profile database</p>			
	<p>Number of students and staff awarded at Local/ National and international research forum</p>			
	<p>Number of foreign researchers</p>			
	<p>Number of well-equipped and operational laboratories</p>			
	<p>Number of lab technicians trained</p>			

	Number of updated e-resources and software		
NIRF	Comined Metric for publications (PU) - multiplied with weight RP:		
	Combined metric for quality of publications (QP)		
	Citations count (CC) multiplied with weight QP:		
	Number of citations in top 25 percentile average (TOP25P) - Weight(QP)		
	IPR and patents : Published and Granted (PR)		
	Patents granted (IPG) - Weight (IPR:)		
	Patents Published (IPP) - Weight (IPR:)		
	Average annual research fund eamings (FPR) - weight (FPP:)		
	Average annual consultancy amount (FPC) - weight (FPP:)		
	Percentage of Bed occupancy in a day (FBD) - weight (FPP)	Medical Superintendent	

Goal 3: Institution of choice for students		Author	Baseline data	Target
Strategic Priorities	Key Performance Indicator		2020	2021
Promote Recreational activites and sports	% of Recreational facilities rehabilitated	Sports and Recreational Coordinator		
	Number of New and moderns recreational facilties constructed			
	% of students using available recreational facilities			
	Number of competitions organised and attended			
	Number of teams developed			

Build up an effective and operational Alumni Database	% of graduates in the database	Director of Students Affairs		
	% of Alumni engaged in the database			
	No of Alumni meeting			
Improve students healthy and safety services	% of students using the Medical facilities in the hospital	Medical superintendent		
	% of students with Health Insurance			
Provide proper student services	Total no of students Complaints	Director of Students Affairs		
	No of students Complaints resolved			
	No of students Complaints unresolved			
Strengthen Gender sensitivity	Total No of gender sensitive Program	University Womens Cell		
	% of female students graduated	Controller Of Examination		
	% of adequate gender sensitive infrastructure	Criterion IV Convenor		
Creating a warming Environment	% of other state students	Director of Admission		
	% of Local students			
	% of students staying inside the campus	Warden - Boys & Girls Hostel		
	% of students staying outside the campus			
	% of positive feedback about the hostel and catering	Director of Students Affairs		
	% of Mentoring activity done per student			
	% support to the slow learners	Criterion II Convenor		
Increasing the service through e- goverance	No of services provided through online	Registrar Office		
Increasing the Visibility of	No of People visited the webpage	Website Committee		



University through Online	Visibility through advertisement			
NIRF	Student Strength including Doctoral Students (SS)	Director of Admission		
	UG and PG Students - (Weight SS:)			
	Doctoral Students - (Weight SS:)			
	Faculty-student ratio with emphasis on permanent faculty (FSR)			
	Combined Metric for faculty with Ph.D and experience (FQE)	HR Department		
	Faculty qualification (FQ)			
	Faculty experience (FE)			
	Students for placement and Higher studies	Director of Admission ,Director of students Welfare and COE		
	Students for placed			
	Median salary of the graduated students			
	Number of Ph.D students Graduated			
	Students for Higher Studies			
	% of students from other states/country			
	% of Women Diversity			
	Economically and socially challenged students (ESCS)			
	Facilities for Physically challenged students (PCS)			

<b>Goal 4: High quality infrastructure &amp; systems</b>		<b>Author</b>	Baseline data	Target
			2020	2021
Improve the quality and quantity of infrastructures	% of students in University accommodated as per set standards	Hostel Warden		
	% of WiFi coverage in Campuses	IT Officer		
	Number of Mbps per users at Campus			
	% of budget for Skill Lab facilities	Director Skill Lab		
	% of budget allocation for the new Infrastructure	Finance Section		
	Total no of books in the library	Librian		
	Total no fo Journals in the Library			
	% of library usage by students			
	No of Partially enabled Class room	Criterion IV Infrastructure		
	No of Fully ICT Enabled Class room			
	A disaster recovery area / Center			
	Number of new modernized laboratories			
	% of Students toilets in the teaching campus			
	% of Disabled toilets facilities in the campus			
	% of building renovated and upgraded			
	Introduction of renewable energy sources and economic lighting energy systems		Number of campuses using gas energy and economic lighting energy systems	Criterion VII Infrastructure
% reduction on electricity consumption bill				

Upgrade Water treatment and Sanitation facilities in campuses	Progress rate on upgrading and developing Campuses with Potable and rain Water supply infrastructure developed			
	Number of Campuses with automated end use (toilets, taps, urinals, etc) water supply infrastructure			
	Progress rate on developing Campuses with water treatment plants			
	% reduction in water consumption on water bill			
Expand modalities of the current reading rooms and necessary equipment (tables and chairs)	Number of reading rooms per building equipped with tables, chairs, internet and power facilities	Librarian		
	Number of help rooms			
Clinical Teaching Infrastructure	No of Demo rooms	Criterion IV Infrastructure		
	% of usage of Demo Rooms			
	Total of Outpatient	Medical Superintend		
	Total of Inpatient			
Ensure timely maintenance of equipment and Infrastructure	Number of maintenance done( Overall )	Engineering Section		
Completion of current construction projects	Number of litigious construction projects completed			
	Progress rate on ongoing construction projects			
<b>NIRF</b>	<b>Average Annual Capital expenditure per</b>	<b>Finance Section</b>		

	student f(BC)			
	Average Annual Operational expenditure per student f(BO)			

Goal 5: Responsible leadership and management		Author	Baseline data	Target
			2020	2021
Promote effective communication - ERP	Number of effective and efficient communication channels between the management - Website/ Portals/ App	IT Officer		
	Enhanced Academy image - University Publicity in the radio/Tv/ Newspaer	Media Center		
Promoting the use of technology based system in the management of the institution	Number of trained staff in technology-based system	IT Officer		
	Number of Database administrators and developers trained	IT Officer		
	% of student and staff using ERP	IT Officer		
	Number of integrated automated systems to manage Academy operations (Finance, HR, procurement, Stores and assets, students/academic data etc)	IT Officer		
	An enterprise architecture framework developed	IT Officer		
	% reduction of paper use	Criterion VII Convenor		
	% of time reduction in service delivery - Finance , Admission, Research etc.	Respective Convenor		
Conduct regular compliance audit	No of Audit reports	Registrar Office		

Strengthen UR planning implementation, and monitoring and evaluation functions	% of Participation and Contribution by all Head in the planning processes	Registrar Office		
	Timely reports on the implementation progress of the strategic plan and annual action plans and policies - Annual Report	Registrar Office		
	Real time data/statistics - Attendance	IT Officer		
Strengthen Academic administration and human resource function	Real time data/statistics on staff records	IT Officer		
	% Staff benefits paid on time	Finance Officer		
	% Staff statutory deductions paid on time	Finance Officer		
	% reduction in claims related administration and human resource	Finance Officer		
	HR Policy and Procedures developed	HR manager		
	Staff development Plan	HR manager		
	Staff recruitment plan	HR manager		
	No of Teaching recruitment	Establishment Section		
% of retention of Teaching Faculty	HR manager			
Transparency and accountability at Academy	Clear Policies and Procedures	Registrar Office		
	Reports on accountability	Finance Officer		
Effective decentralized systems	Number of administrative and financial services decentralized at Department levels	Registrar Office		
	Standard operating procedures to guide Academy operations	Registrar Office		
Strengthen and promote gender equality and ensure equal opportunities	% of female teaching staff	Establishment Section		
	% of female administrative staff	Establishment Section		

Establish administrative staff capacity building plan	% of administrative staff facilitated to go for short courses related to their job	Registrar Office		
	Number of administrative staff facilitated to go for further studies	Registrar Office		
NIRF	Employers & Academic Perception	Registrar Office		

Goal 6: Financial sustainability		Author	Baseline data	Target
			2020	2021
Put in place process workflows, financial policies and procedures manual	Number of process workflows and financial policies and procedures manual	Finance Officer		
	Unqualified audit opinion achieved	Finance Officer		
Put in place procurement process and procedures manual	Unqualified audit opinion	Finance Officer		
Strengthen Financial Management component	All financial transactions made in ERP	Finance Officer		
Increased income generation from non-fees and non-government sources	% of funds generated from non-fees and non-government sources compared to the institutional budget	Finance Officer		
	% of funds generated Academy business Company	Finance Officer		
	A Marketing policy and strategy developed	Finance Officer		
Increase funding from partnerships cost-sharing in delivery, research, and institutional advancement	% of funds generated from cost sharing partnerships compared to institutional budget	Finance Officer		

Increasing income generation from production units	% of income generated from production units	Finance Officer		
Increasing income generation from facilities	% of income generated	Finance Officer		
Generate increased cash flow surpluses from operations for investment in strategic priorities and major university projects	% of funds invested in strategic priorities	Finance Officer		

# Perspective Document of Sri Devaraj Urs University (2007 – 2020)

## A. Short term goals (2007 - 2010)

- i. To constitute and notify various authorities and other officers of the University for the smooth and efficient functioning of the University as per the Memorandum of Association.
- ii. To develop and adopt an innovative curricula/syllabi within the guidelines of the statutory body for qualitative improvements in teaching, learning and evaluation process.
- iii. To establish Mentorship program, provide remedial course for under achievers.
- iv. To prepare and apply for increase in intake of Post Graduate courses and start new Post Graduate courses.
- v. To establish a department of Allied Health Sciences.
- vi. To prepare for the start of Ph.D courses and encourage research activities in all departments of the constituent college.
- vii. To prepare for the start of Fellowship programs.
- viii. To encourage the faculty for conduct of CME Programs, Guest lectures, Conferences and for publication of Research papers.
- ix. To develop faculty development and assessment programs.
- x. Enter into Memorandum of Understanding with centers of excellence for advancements in training and research activities of students and faculty.
- xi. To obtain recognition for the medical courses conducted by the University by Medical Council of India and by the Medical Councils of other countries.
- xii. To institute academic gold medals and other awards of excellence to students and staff.
- xiii. To encourage the students in co-curricula and extra curricula activities.
- xiv. To establish Red Cross Society and National Service Scheme as well as establish interaction with NGO's.
- xv. To establish Human Rights Club and Women Protection Cell.
- xvi. To establish Parent - teacher association and strengthen alumni association.
- xvii. To improve the infrastructural facilities for the students, patients and staff.
- xviii. To improve social services by conducting outreach health camps.
- xix. To make University campus "Ragging Free Zone" and inculcate discipline.
- xx. To enhance quality of administration with a continued ISO certification of the College and prepare for ISO certification of the teaching hospital.
- xxi. To strengthen computerization and initiate e-governance, e-learning and establish IT section.
- xxii. To optimally train and utilize the available man power through capacity building programs.
- xxiii. To include the college of Nursing and the college of Engineering run by the sponsoring trust as constituent units under the ambit of the University.

## B. Intermediate Goals (2011 - 2015)



- i. To prepare for the start of departments of Cardiology, Neurology, Neuro surgery, etc.
- ii. To prepare for multidisciplinary, interdisciplinary courses and research activities.
- iii. To prepare for development of skills laboratories for improved quality of training.
  
- iv. To prepare for Post Graduate and super specialty courses under
  - E. Medical Faculty - DM, M.Ch, Emergency Medicine, Tropical Medicine, etc.
  - G. b. Nursing Faculty - M.Sc, Ph.D
  - H. c. Engineering Faculty - M.E, Ph.D
- v. To institute and award visitor ship, fellowship, prizes and medals.
- vi. To vocationalize education through development of innovative courses under Allied Health Sciences department.
- vii. To establish full fledged clinical research laboratories.
- viii. To establish students guidelines bureau and placement cells.
- ix. To strengthen infrastructural facilities and extra curricula activities.
- x. To prepare for the reaccreditation by NAAC (India) for the constituent college.
- xi. To prepare for NABL and NABH accreditation for service Laboratories and the teaching hospital respectively.
- xii. To aim to attract extra mural research funding for research towards the health problems of rural population.
- xiii. To further strengthen e-governance and e-learning.
- xiv. To establish linkages with other universities and centers of excellence in and outside the country.

### **C. Long Term Goals (2016 - 2020)**

- i. To work for the establishment of an independent University campus with various departments, research labs and other infrastructural facilities.
- ii. To aim for a financially sustainable and viable University.
- iii. To prepare for interdisciplinary and inter university exchange programs.
- iv. To work for the establishment of new courses and faculties.
- v. To work towards being a universally appreciated 'University of Excellence'.
- vi. To aim for establishment of off campus / off shore campus institutes.