



Institutional Development Plan IDP

2023-24



**Mangalagangothri – 574 199
Karnataka, India**

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From the desk of the Vice Chancellor

I am delighted to present Mangalore University's IDP, set against the understanding of our strengths and weaknesses with challenges and opportunities ahead in higher education in the ever so fast changing global scenario. Building on the legacy and responding to the changing times we need to discern and lay our roadmap for the onward journey and set goal plans for evaluation. We have done this in this IDP. I welcome all the stakeholders to be a part in the development process and contribute in the progress of the University.

Over the past 45 years, Mangalore University (accredited by NAAC, ranked by NIRF) has grown in stature and has earned a respectable position among the higher education institutes of the country. With a mere 4 departments to begin with on the campus in the year 1980, today our University has 28 Departments offering over 70 PG PhD, UG, and PG Diploma programmes and Certificate courses. The University has 4 constituent colleges in Mangalore, Mangalagangothri-Konaje, Nellyadi and Bannadka. The University College has been recognized as Heritage College by UGC, Govt. of India. 9 autonomous and 154 colleges are affiliated to this University and these colleges are imparting quality education. Today, the university has adequate infrastructure facility including 24 x 7 internet connectivity to all the students and faculty using Wi-Fi technology. All University offices are computerized and the University is adopting e-governance initiatives.

It is a moment of pride and a matter of great satisfaction that this IDP is here to guide this University into the immediate future as a set of milestone. Anchored by this IDP, I am sure that this University will grow from strength to strength as we approach the Golden Jubilee. Let us all pledge to work together to realize this IDP.

Prof. P. L. Dharma
Vice Chancellor
Mangalore University



Message from the Registrar

IDP of Mangalore University takes stock of the university's potential to generate quality human resources which is in tune with the rapidly changing needs of the society as well as changing world scenario. The IDP focuses on how the University can respond to the challenges of higher education in the near future. It also provides a road map for (i) expansion and bringing in excellence in research, (ii) transformation of the teaching and learning process, (iii) strengthening faculty and infrastructure, (iv) effective resource management, (v) establishing strong interaction with society and industries, (vi) providing proactive administration, and (vii) involving the alumni and affiliated colleges in the development process. It also provides a possible growth trajectory, goal plans and road map to achieve the goals and mechanism for periodic evaluation of progress.

Our IDP is aimed at creating a conducive environment for inter-disciplinary learning and research, address global and regional challenges and needs of higher learning, build additional infra-structures befitting a recognized University and provide access and support to talented students from all sections of society. The University envisions developing into a robust platform for students, researchers, and teachers to pursue their academic goals and career in a beneficial ambience. The University will aim to optimize faculty and financial resources to carry out interdisciplinary teaching and research. Strategic plans would be developed to catalyze immediate growth and to strengthen those departments, which have made significant achievements, and simultaneously take-up phase-wise development of other departments.

The members of the IDP Committee took up this task in right earnest. They were able to identify the challenges before the University through a comprehensive involvement of all the stakeholders as well as suggest new directions that would capitalize on the strengths of the University and harness the potential of the faculty, staff and students. A new synergy is contemplated and envisioned as Institutional Development Plan.

Shri. K. Raju Mogaveera KAS
Registrar
Mangalore University

1.0 About MANGALORE UNIVERSITY: A thumbnail sketch

Over 45 years, Mangalore University has grown in stature and is recognized as one of the premier Universities in the country. Our University has been known for its commitment to teaching, research, conducting academic programmes and examinations as per schedule. We have the Credit Based Semester System at the undergraduate and the Choice Based Credit System at the postgraduate level. The admission of Research Scholars and foreign students for Ph.D. and P.G. programmes on the campus has increased considerably due to several academic and administrative initiatives taken in recent years. Our teaching faculty have rendered themselves creditably in their teaching and research activities. Year by year, the H-index of the University is steadily progressing and currently it is 82 that clearly shows research output rendered by our faculty members and research scholars. The research programmes are strengthened through the Research, Development, Consultancy and Patent Cell (RDCPC). The University has introduced several welfare programmes for SC/ST students under SCP-TSP grants sanctioned by the Government. The University has appointed leading academicians from India and abroad as Adjunct Professors, to make use of their knowledge and expertise for further excellence. Further, Visiting Professors, Guest Lecturers and temporary non-teaching staff were appointed on need basis for the smooth functioning of the university. Guest lecturers have been selected based on their merits, experience and academic excellence following the principle of social justice to all communities. Many of our guest lecturers are NET or K-SET qualified and some of them are Ph.D holders. The basic facilities available on the campus include Administrative building, Faculty Buildings, Library, Men's, Women's and Working women's hostels, Staff Quarters, Guest Houses, Mangala Auditorium, well-equipped health centre, sports facilities including gymnasium, indoor stadium and play grounds with 400 meter track. The University has its own water supply arrangement on the campus including harvested rainwater. Other facilities like Banking, Cyber Café, Inflibnet and Postal services are available on the campus. CCTV surveillance systems that have been installed on the campus and constituent colleges are very helpful to monitor the activities on the campus. We have given much importance to implement environmental-friendly systems, including installation of solar water heaters, solar-energy powered street lights and replacement of CFL bulbs with LED lighting. Mangalore University has WiFi connectivity on the campus which is very useful for eGovernance. E-office has been used for effectively implementing file management system provided by the Govt. of 6 Karnataka. Information Kiosks and Digital Signage boards installed

on the campus and constituent colleges have enabled students and general public to get information and have an online access to the meetings and programmes conducted by the University. The library has 2,28,344 books and E- Books 75,26,843, subscription to over 214 periodicals, Online Journals/databases (11), Online Bibliographical database (03) and more than 7043+ online journals from UGC-INFONET and around 66,591+ online journals from J-gate Database.

The University has advanced science research facilities, viz., Microtron Centre, Centre for Application of Radioisotopes and Radiation Technology (CARRT), Promotion of University Research and Scientific Excellence (PURSE), Centre for Advanced Research in Environment Radio Activity (CARER) and others. The University maintains a close liaison with the public of the coastal region and Kodagu through various outreach programmes including University-Industry interaction, extension activities through School adoption programme, Mangala Yojane (Village adoption programme), Prasaranga, NSS and various Endowment Chairs and Study Centres. The University provides scholarships for meritorious students. There are other endowment scholarships also for the economically weak meritorious students. Mangalore University has contributed in developing sports in the state through the affiliated colleges. At the Inter-University level, we have produced more than 100 national level sportspersons who have brought laurels to the country. The University has introduced sports scholarships for talented sports persons. Incentives for Inter-University new record creators and incentives for All-India Inter-University medalists are given every year. We have taken all efforts to develop the P.G. Centre at Chikka Aluvara, Kushalnagara. We have established the First Grade College at Mangalagangothri to cater to the higher educational needs of the people of the region and also started the Evening College at University College, Mangaluru to help the economically weak students to continue their studies while pursuing their career. Our constituent colleges namely University College, Mangaluru and Field Marshal K.M. Cariappa College, Madikeri are recognized by the U.G.C. as College with Potential for Excellence (CPE) for five years. University College, Mangaluru has been considered under the scheme of Special Heritage status and received a special grant of Rs.183.00 lakhs from the UGC for restoration of Ravindra Kala Bhavana. The University provides a safe and peaceful environment that is conducive to learning with the active support of students, faculty, administrative staff, and the various authorities.

LOGO



VISION

- To Evolve as a National Centre of Advanced Studies and to Cultivate Quality Human Resource.

MISSION

- To provide excellent academic, physical, administrative, infrastructural and moral ambience.
- To promote quality and excellence in teaching, learning and research.
- To preserve and promote uniqueness and novelty of regional languages, folklore, art and culture.
- To contribute towards building a socially-sensitive, humane, inclusive society.
- To cultivate critical thinking that can spark creativity and innovation.

VALUES

- Affordable, accessible, equitable higher education
- Institutional Social Responsibility
- Participatory governance
- Sustainable development goals

OBJECTIVES

- Developing values and ethics among all stakeholders of the University and community, making it conscious towards obligations to society and the nation.
- Functioning in the interest of all major stakeholders such as students, faculty, staff, and the society for the achievement of the vision and mission.
- Smooth transition from teacher-centric to learner-centric processes, and achievement of graduate attributes and learning outcomes.
- To offer high-quality education in a holistic manner and make students competitive.
- Creation, preservation and dissemination of knowledge and attainment of excellence in different disciplines.

1.0 General Information

Officers:

Chancellor	:	Prof. P. L. Dharma
Registrar	:	Shri. K. Raju Mogaveera KAS
Registrar (Evaluation)	:	Prof. H. Devendrappa
Finance Officer	:	Sri. Panchalinga Swami S.

Jurisdiction: Dakshina Kannada, Udupi Districts

Special status conferred by the Regulators (UPE etc.):

Promotion of University Research and Scientific Excellence (PURSE) by DST

Centre of Excellence in Particular Area (CPEPA) by UGC

UGC-SAP

Department of Kannada

Department of Biosciences (Phase I)

Department of Applied Zoology (Phase I and II)

Mass Communication and Journalism (Phase I, II and III)

Department of Chemistry

Department of Marine Geology

Department of Physics

DST-FIST

Department of Physics (twice)

Department of Biosciences (twice)

Department of Applied Zoology

Department of Marine Geology

VGST-CISEE

Department of Biochemistry

Department of Applied Botany

Department of Physics

Department of Microbiology

VGST-KFIST

Department of Materials Science

UGC Innovative Programmes

Department of Economics

Department of Materials Science

Department of Statistics

UGC CPE

University College, Mangalore

AICTE MODROBS

Department of Materials Science

ICHR

Department of History

UGC

History

Biochemistry

AICTE CAFES

Computer Science (Hostel)

Campuses/P.G. Centers with details of land, building and administrative arrangements:

Mangalore University Campus, Mangalagangothri

Total area: 352.12 acres with Administrative block, Humanities block, Science Block, Humanities block, Management block, Bioscience block, Library, Kannada block, Physical Education block, Central facilities, Hostels, Health Centre, Guest Houses, Staff and Office Quarters, Auditorium, Lecture Complex, Banks, Commercial Complex, Distance Education Centre, Canteen, Yoga block, etc.

Advanced Research Centre, Belapu – 20 acres with Administrative Block, Science Block, Research Block, Guest House, Director's Residence, Officer quarters, Non-teaching staff quarters buildings.

Number of Faculties: 4

Faculty of Arts

Faculty of Science and Technology

Faculty of Commerce

Faculty of Education

Number of PG Departments: 28

Total number of colleges (constituent/university administered/autonomous/ affiliated):

Colleges with PG courses and /or Research centers:

Constituent Colleges: **04**

Autonomous Colleges: **09**

Colleges with PG Courses/Research Centers: **56**

Colleges having Affiliation for Ph.D Programme: **04**

Affiliated Colleges: **154**

Total number of Programmes:

a. Number of UG Programmes: 39

Details of UG Programmes	
Faculty of Arts	
1.	B.A
2.	B.A (Security and Detective Science)
3.	B.S.W
4.	B.A (HRD)
5.	B.V.A (Bachelor of Visual Arts)
Faculty of Science	
1.	B.Sc.
2.	B.Sc (Computer .Science)
3.	B.Sc (Hospitality Science)
4.	B.Sc (Food Nutrition and Dietetics)
5.	B.Sc (Fashion Design)
6.	B.Sc (Garment Design)
7.	B.Sc (Leather Design)
8.	B.Sc (Interior Design & Decoration)
9.	B.Sc (Computer Animation)
10.	B.Sc (Animation and Visual Effects)
11.	B.Sc (Food Technology)
12.	B.Sc (Home Science)
13.	B.Sc Visual Communication
14.	B.C.A
15.	B.A.S.L.P (Bachelor of Audiology Speech Language Pathology)
16.	Aviation
17.	Fire and Safety
Faculty of Commerce	
1.	B.Com
2.	B.Com(eCom)
3.	B.Com (Apprenticeship/ Internship Embedded)
Faculty of Management	
1.	B.B.A
2.	B.B.A (Tourism & Travel)
3.	B.B.A (Logistics)
4.	B.H.M
Faculty of Education	
1.	B.Ed
2.	B.P.Ed

B.Voc Programmes	
1.	B.Voc in Food Processing and Engineering
2.	B.Voc in Retail Management
3.	B.Voc in Pharmaceutical Chemistry
4.	B.Voc in Digital Media and Film Making
5.	B.Voc in Software and App Development
6.	B.Voc in Retail and Supply Chain Management
7.	B.Voc in Renewable Energy Management
8.	B.Voc in Software Development

b. Number of PG Programmes: 59

Details of PG Programmes	
1.	M.A in Kannada
2.	M.A in English
3.	M.A in Sanskrit
4.	M.A in History
5.	M.A in Economics
6.	M.A in Political Science
7.	M.A in Sociology
8.	M.A in Bharathanatyam
9.	M.A in Konkani
10.	M.A in Kodava
11.	M.C.M.S (Master of Communication and Media Studies)
12.	M.S.W (Master of Social Work)
13.	M.C.J (Master of Communication and Journalism)
14.	M.V.A (Master of Visual Arts)
15.	M.Sc in Botany
16.	M.Sc in Zoology
17.	M.Sc in Biosciences
18.	M.Sc in Environmental Science
19.	M.Sc in Biotechnology
20.	M.Sc in Radiation Physics
21.	M.Sc in Electronics
22.	M.Sc in Chemistry
23.	M.Sc in Applied Chemistry
24.	M.Sc in Analytical Chemistry
25.	M.Sc in Organic Chemistry
26.	M.Sc in Materials Science
27.	M.Sc in Mathematics
28.	M.Sc in Statistics
29.	M.Sc in Marine Geology

30.	M.Sc in Earth Science & Resource Management
31.	M.Sc in Geo-informatics
32.	M.Sc in Computer Science
33.	M.Sc in Yogic Science
34.	M.Sc in Microbiology
35.	M.Sc in Counselling
36.	M.Sc in Corporate Psychology
37.	M.Sc in Software Technology
38.	M.Sc in Information System
39.	M.Sc in Computer Software
40.	M.Sc in Psychology
41.	M.Sc in Food Science & Technology
42.	M.Sc in Food Nutrition & Dietetics
43.	M.Sc in Industrial Chemistry
44.	M.Sc in Criminology and Forensic Science
45.	M.C.A (Master of Computer Application)
46.	M.L.I.Sc.(Master of Library and Information Science)
47.	M.A.S.L.P(Master of Audiology and Speech Language and Pathology)
48.	M.Sc in Medical Physics
49.	M.Com (Master of Commerce)
50.	M.Com (H.R.D)
51.	M.B.A (Master of Business Administration)
52.	M.B.A (Tourism Administration)
53.	M.B.A (International Business)
54.	M.P.Ed (Master of Physical Education)
55.	M.Ed (Master of Education)
56.	M.Sc in Cyber Security
57.	M.Sc (Audiology)
58.	M.Sc (Speech Language Pathology)
59.	M.Sc in Data Science

c. One Year Post Graduate Diploma/Diploma Courses: 22

One Year Post Graduate Diploma/Diploma Programmes	
1.	Post Graduate Diploma in Computer Application
2.	Post Graduate Diploma in Tourism and Hotel Management
3.	Post Graduate Diploma in Business Administration
4.	P.G Diploma in Labour and Service Laws
5.	P.G Diploma in Food Science and Technology
6.	P.G Diploma in Yogic Science

7.	P.G Diploma in Airline Services and Management
8.	P.G Diploma in Human Resources Management
9.	P.G Diploma in Yoga Therapy
10.	P.G Diploma in Rural Banking
11.	P. G Diploma in Finance and Banking
12.	P.G Diploma in Bharathanatyam
13.	P.G Diploma in Tulu
14.	P.G Diploma in Hostel Management
15.	P.G Diploma in Kodava
16.	Diploma in Animation and Visual Effects
17.	Diploma in Retail Business
18.	Diploma in Values, Yoga and Service
19.	Diploma in Fire & Industrial Safety.
20.	Diploma in Tulu
21.	Diploma in Kodava
22.	Diploma in Goods and Service Tax (GST)

d. Certificate Courses: 15

1.	Certificate programme in German Language
2.	Certificate programme in Veda Tantrangam
3.	Certificate programme in Women's Studies and Development
4.	Introductory programme in Yogic Science -I
5.	Introductory programme in Yogic Science -II
6.	Certificate Programme in Yogic Science
7.	Certificate Programme Application of Radioisotopes in Biological Sciences
8.	Certificate programme in Visual Arts
9.	Certificate Programme in Horticultural Practices and Post Harvest Technology
10.	Certificate Programme in Soil testing
11.	Certificate Programme in Nursery, Gardening and floriculture
12.	Certificate Programme in Tulu
13.	Certificate Programme in Kodava
14.	Certificate Programme in Goods and Service Tax (GST)
15.	Certificate Programme in Environmental Law

e. Value Added Courses: 15

Bioscience	Organic Farming – Practical Oriented
Biotechnology	Cultivation of Edible Mushrooms
Environmental Science	Environmental Law
Microbiology	Pharmaceutical Regulations and Clinical Research / Integrated waste Management
Geography	Geography of Coastal Karnataka

Biochemistry	Biochemical Calculations and Good Laboratory Practices
Nehru Study Centre	Pandit Jawaharlal Nehru: Philosophy and Practice / Mahatma Gandhi: Philosophy and Practice
Applied Zoology	Ornamental Fish Culture and Marketing / Clinical Embryology
M.Ed.	Skill of Guidance
Applied Botany	Plant Health Clinic / Sericulture: farming and rearing

Total number of students:- UG/PG (male/female SC/ST-Community wise)

a. Total Number of Students – PG (2023-24)

Sl. No.	Name	Male	Female	SC		ST		OBC		GM		Foreign Students		Total
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1.	Campus	752	1469	141	129	75	126	308	631	217	569	11	14	2221
2.	University College Mangaluru	81	245	9	22	3	17	58	154	11	52	0	0	326
3.	University Evening College, Mangaluru	154	39	12	3	2	7	115	24	25	5	0	0	193
4.	Affiliated Colleges	764	1618	29	57	20	53	534	1182	180	326	0	0	2382
	Total	1751	3371	191	211	100	203	1015	1991	433	952	11	14	5122

b. Total Number of Students – UG (2023-24)

Sl. No.	Name	Male	Female	SC		ST		OBC		GM		Foreign Students		Total
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1	Campus	55	29	21	5	4	2	25	22	5	0	0	0	84
2	University College, Nellyadi	40	64	13	13	3	4	24	45	0	2	0	0	104
3	University First Grade College, Mangalagangothri	123	168	1	2	2	2	100	138	17	20	3	6	291
4	University College, Mangalore	684	889	115	118	36	29	357	569	172	296	4	1	1635
5	University College Bannadka	45	112	8	13	4	9	30	88	3	3	0	0	158
6	University Evening College, Mangalore	154	39	12	3	2	7	115	24	25	5	0	0	193
7	Affiliated Colleges	17323	19361	836	988	424	561	12855	14771	3208	3038	0	3	36684
	Total	18424	20662	1006	1142	475	614	13506	15657	3430	3364	7	10	39149

2.0 SWOC Analysis – Perspectives - Initiatives:

a. Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

Strengths:

- Excellent research facilities developed through funding from DST – PURSE, DST-FIST, UGC- SAP, DAE – BRNS, NPCL, AERB, DST-SERB, ICMR, KSCST, DBT, ICSSR, etc.
- Exposure of faculty to international laboratories/research centres through various International fellowships and MOU's.
- Well developed, spacious library with ICT and e-resources facilities.
- Computer Centre with mail, web and application servers.
- Sports facilities like sports science lab, gymnasium, indoor stadium, play grounds, outdoor stadium with 400 metres track.
- Directorate of correspondence for already registered students.
- Training of SC/ST/OBC students for competitive examinations.
- Prasara, study centres and peetas are engaged in spreading knowledge to the society and researching on the issues/ problems related to culture, women, weaker sections of the society, etc.
- Extension of consultancy services.
- Promptness in administrative procedures.
- International Student presence – Destination of choice by foreign students – Scholarship through ICSSR.
- Campus 24x7 surveillance / secure campus.
- Green campus / sustainable measures – green ambience.
- Adoption of UUCMS.
- E-governance / e-office / Sakala adoption.

Weaknesses:

- Inadequate number of teaching and non-teaching staff.
- Limited grants for cutting-edge research.
- Inadequacy of resources to introduce state-of-the-art academic programs in emerging fields.

Opportunities:

- The University has initiated industry interactions for the academic programs and placements.
- Syllabi of many courses are framed in consultation with industries to facilitate

placements.

- University has National facilities for research which can be extended to other institutions and Universities for collaborative research.
- Various coordinated research programs, Faculty exchange programs with foreign Universities to facilitate frontline research activities exist. This makes provision for sharing of intellectual properties.
- Exploration of research potentials to generate revenues in the form of strategic consultancy.
- The location of the University in the foot hills of the Western Ghats and Coastal Region provides a great opportunity to research on Biodiversity and Conservation.
- Scope for extension of consultancy services.
- Faculty exposure to international laboratories/institutions will be useful to take up high end research and teaching.
- High literacy rate, multilingual and plurality contexts

Challenges:

- Recruitments of teaching and non-teaching staff has not taken place for the past twelve years.
- Rural, semi-urban location – affects admissions, research collaborations, placements.
- Financial support from State / Central Governments.
- Privatization of higher education.

b. Short-term and long-term perspective plans - administrative measures taken

Short-term perspective plan	Administrative measures taken
To increase the ability of the University to realize the potentiality to compete with institutions of excellence at the global level.	MoUs are entered into for student and faculty exchange, collaborative research etc. MHRD-GIAN programmes are organized by inviting foreign faculty
To enhance the quality of teaching-learning process	Adjunct faculty have been appointed
To increase access for SEDGs, SC/ST/OBCs	Scholarships / Seats reservations / projects / PhD / laptops
To increase the enrolment ratio	Social media, brochures, videos, talks
Training to non-teaching staff	Workshops conducted on KTTP Act and e-governance, etc. Utthista capacity building programmes organized.
Digitalization of evaluation process.	
Accessible and affordable education.	Financial support through fee concession / payment in instalments
Institutional Social Responsibility	Village/School adoption program

Long-term plans

- Cater to students from educationally backward groups
- Affiliated colleges in remote areas
- To enhance Incubators and Startups on the campus.
- To promote, acquire and access a cutting edge technical know –how/skills for the improvement of research ability of the scholars in the University.
- To enhance the employability of the students through value added education or value added courses.
- To expand existing and to create additional Physical, Academic and Research infrastructure to increase the enrolment.
- To enhance the consultancy activities to generate revenues.
- To increase alumni contribution through various alumni connect programmes.

c. Administrative and academic reforms ushered in – based on NAAC Peer Team recommendations and AAA Committee reports

Based on NAAC committee report and AAA report, the following academic and administrative reforms have been ushered in:

- Efforts are being made to provide academic autonomy and the faculty members are encouraged to participate actively in academic activities such as conference organization, participation and also to execute R&D projects of national importance.
- University is making prompt efforts for appointing qualified faculty where there is an acute shortage. Eminent scholars working in industry/abroad/institutes of national importance are given invitations to work as Adjunct Professors and thereby creating a conducive environment for academic growth of student community. Professors of Practice policy is also implemented to address faculty shortage.
- The teaching and non-teaching staff were given training on IT related concepts so that it is useful to adopt e-governance in the university administration.
- Efforts are being made to reduce the surplus generation of waste materials.
- The research policy is developed to address the issues related to utilization of equipment available in central facilities.
- Central Research Facilities such as Microtron, CARRT, CARER, PURSE are extending services and consultancy to institutes and industries.
- Consultancy, Patenting and IPR policies have been implemented with a special cell being constituted to facilitate Patent applications.

- Adoption of e-governance in the administration and examination process has been taken up swiftly.
- Endowment Chairs/Study Centres are made active by providing financial support from the university to organize events and as well as to carry out research work.
- Efforts are being made to have green audit and university has got 1st place in UI GreenMetric Ranking at all India level in 2020 and 2021.
- The incubation center is established with the support of IBM, Bangalore and efforts are being made to provide skill-based training in the recent fields such as Internet of Things, Artificial Intelligence, Machine Learning, Business Intelligence etc.
- University Information and Employment Guidance Bureau has been strengthened with increased campus placement drives, career counselling on and off-campus and successful training and placement initiatives.
- Feedback from all stakeholders has been formalized, analysis reports prepared, Department-wise ATR obtained on content and delivery of curriculum and placed in the Syndicate.
- Student grievances may be submitted online via Ideas, thought and grievances. A Grievance Redressal Committee is constituted with due mechanisms in place.
- All faculty buildings have requisite IT infrastructure for soft skill training of students.

d. Administrative measures for networking and development of PG Centers /additional campuses, on par with main campus:

- Govt. of Karnataka allocated 20 acres of land at Belapu village in Udupi Dist to set up an Advanced Research Centre during 2014-15. As of September 2025, buildings have come up. Interiors will be carried out by the Karnataka Housing Board.
- Video conferencing facility has been created in order to have day-to-day interaction and surveillance system is developed to monitor the activities.
- Many PG programmes were started considering the current demand and based on the job opportunities.
- New UG colleges have come up in Nellyadi and Bannadka.

e. Promotion of impact-driven and socially-relevant research (Ph.D. topics, projects proposed to funding agencies, research publications, inter-disciplinary research and extension) activities:

Under different faculties, our university has focused on diversified research areas which are socially relevant to the Mangalore University region and also to promote interdisciplinary research works. The research work involves carrying out research of international standard on some of the frontier areas considering the geographical and social needs in the interest of the region in particular, and state and nation at large.

f. Promotion of excellence in higher education:

- International and National conferences were conducted by the University.
- Collaborating with other institutions for interdisciplinary research and industry academia interactions.
- 27 MoUs with international and national institutes have been signed for collaborative programmes and research.
- To motivate the young researchers and students, over 35 senior academicians and researchers have been appointed as Adjunct Professors to various departments.
- The University has adopted 'Back to roots' initiative and brought good researcher working abroad in reputed Universities to Mangalore University.

g. Initiatives taken to promote overall development of the university:

- The facilities at the research centres and PURSE labs are extended to researchers to strengthen ongoing research activities in frontline areas of science and technology.
- The University has started new UG as well as PG courses in accordance with changing trends in higher education. A college on the Mangalagangothri campus is offering BA, BBA and B Com courses. The university also had opened an Evening college at the University College, Mangalore premises to cater to the educational requirements of the working class in the city.
- **Technological Initiatives:** The University campus is a 24X7 Wi-Fi enabled campus for the stakeholders. The University offices are made paperless offices by providing a computer to all the non-teaching staff. The university has also adopted e-governance initiatives of the Govt. of Karnataka. ICT has become an integral part of teaching and learning program of the university. All the faculty members have been provided with laptops so that they can utilize all possible e-resources for effective teaching. The SC/ST research scholars and PG Students are provided with laptops under SCP/TSP grants apart from giving them extra books in the library for their studies. The Library has a cyber-lab for online reference of books and journals. Remote access has also been provided for the users to see the online resources in the library from anywhere anytime. Anti-plagiarism software has been installed in the

library so that all researchers can check their articles and thesis for plagiarism and improve upon the quality of publications. CCTV cameras have been installed in the entire campus for proper surveillance.

- **Green Initiatives:** Most of the Science department laboratories are converted into modular laboratories by using anti-rust, anti corrosion and other suitable materials for arrangement of equipment in the laboratories. A vermi-compost plant for waste Management has been started to utilize the waste on the campus. A solid waste management plant has been initiated in collaboration with the Zilla Panchayat to help villages in maintenance of waste. A campus cleaning programme has been started in which all faculty and students are involved in cleaning the campus on third Saturday of every month. Installation of Solar energy systems and Rain water harvesting has been completed. All street lights on the campus are converted to LED lighting so that power can be saved and utilized in a better way.
- **Other Initiatives:** An important initiative of introducing Mangalore University to the International community and bringing International Students to the University for educational purpose. We now have about 140 international students on our campus pursuing study for their UG, PG and PhD degrees. The achievers in Sports and Cultural activities from the Alumni of the University are felicitated every year on the Foundation Day. Encouragement is being provided to sports through formulation of sports policy and providing fellowships to sportsmen for higher education. Information Kiosks and Digital Signage boards are installed on the campus and constituent colleges so that students can get information from the University and watch the programmes in the University. Village adoption programmes are initiated under the banner 'MANGALA YOJANE'-taking the University to the Village to help villages in developing on all fronts.

h. Welfare measures for SC/ST/OBC/Women/Divyang and others:

Several welfare measures have been provided to SC/ST/OBC/Women/Divyang and others community. The following cells have been strengthened and are aimed to provide the needed facilities to the student community:

SC/ST Cell

- A special Cell for the welfare of SC/ST has been established for effective implementation of the programmes and policies of reservation. The Cell is advised by a Standing Committee on various policy matters pertaining to academic and non-academic matters under the Chairmanship of the Vice-Chancellor.
- The Cell awards SC/ST research fellowships and contingency grants to the Ph.D. students.

It also extends financial assistance to various programmes such as study tour, preparation of dissertation/project reports, purchase of sports kits and computer training. Training programmes for the SC/ST students appearing for UGC/JRF/Lectureship examinations, facilities awareness programme, career guidance and personality development programmes are also conducted.

- A database of the SC/ST students studying in the affiliated colleges and PG departments is maintained in the SC/ST Cell.
- SC/ST Cell is in charge of getting scholarships, EBL charges of the hostel inmates and reimbursement of fees from the Govt. for SC/ST students of PG departments.

OBC Cell:

A special Cell for the welfare of OBCs including minorities is developed having a coordinator. The cell is established in 2005. The welfare measures provided by this cell are as follows:

- To collect reports and information regarding the Govt. of India and the UGC orders on various aspects of education, training and employment of OBC.
- To circulate Govt. of India orders and UGC's decisions and to collect information in respect of appointing, training these communities in teaching and non-teaching posts in the University.
- To collect statistics on OBC students and employees.
- To monitor the working of the remedial coaching scheme in the University for OBC students including minority students.
- To function as a Grievances Redressal cell for the Grievances of OBC students including minority students and employees.

Special Cell for Women / UGC Women's Study Centre / ICC:

A special Cell for the welfare of women is developed to create awareness about sexual harassment and redressal by the ICC. The UGC Centre for Women's Studies offers programmes on Women's Development and Entrepreneurship and conducts awareness programmes on POSH Act, Self-defense. Gender champions have been trained at Departmental level to sensitize the campus. Programmes are conducted for teaching and non-teaching staff. Ladies Rooms are available in all buildings.

Divyang:

Several facilities are available for Divyang, including ramps and lifts in all buildings, talking computer in the library, providing scribe/human assistance during examination.

3.0 Institution's Strategic Goals

The overall development objectives are the following:

- **Optimization of Faculty Resources and support facilities**
 1. Curriculum Excellence Objectives
 2. Capacity building of Teachers and Non-teaching Staff for Quality Education
 3. Pedagogical Excellence
 4. Research & Development
 5. Social Outreach Programs
 6. Employment and Career counselling
 7. Supporting Students from Socio-economically Disadvantaged Groups (SEDGs)
- **Academic Planning and Implementation**
 8. Academic Administration
 9. Monitoring and Evaluation
 10. Examination Reforms
 11. Infrastructural Development & Maintenance
 12. Partnering with Knowledge Hubs
 13. Automation and Information Technology
 14. Stakeholders Involvement
 15. Manpower Management
 16. Regulatory Compliances/Accreditation
 17. Creating Institutional Brand Image
- **NEP 2020 and Revision as per Karnataka State Education Policy (SEP) Commission**

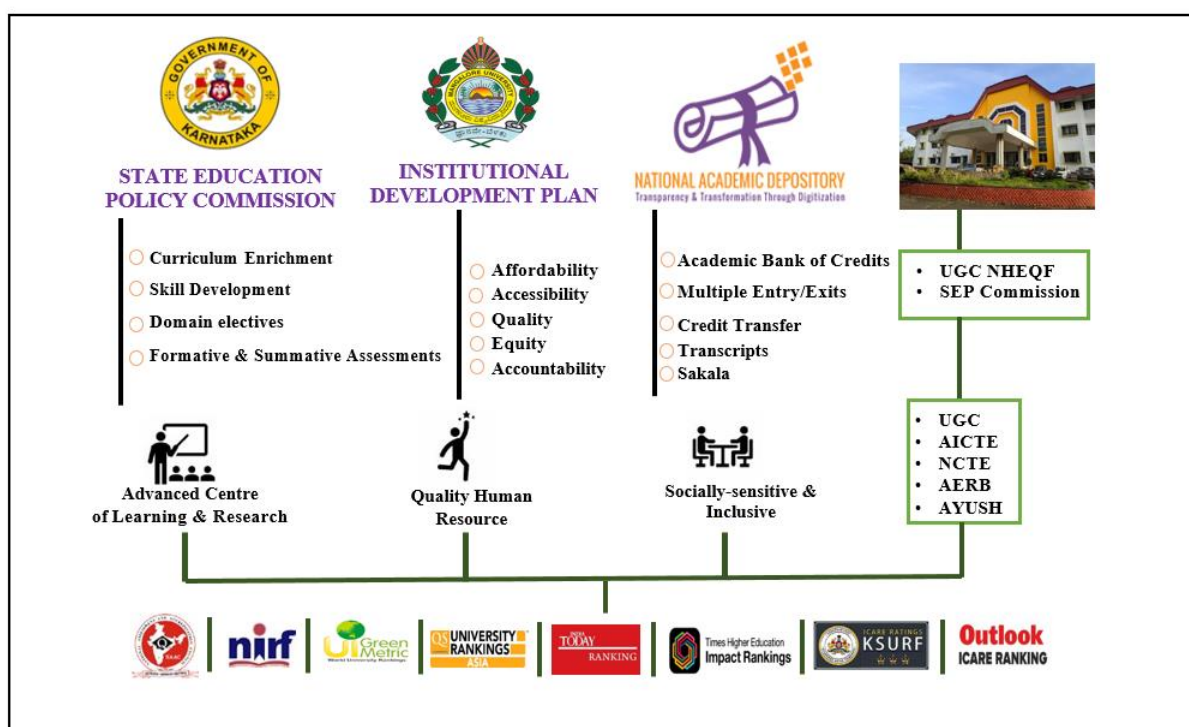
Mangalore University introduced NEP 2020 in the year 2021. A series of consultations and workshops were held in all Districts to initiate the introduction of NEP. The University also did hand-holding exercise for colleges, formed cluster colleges and facilitated implementation. Faculty members were part of State-level Subject Committees that drafted the curriculum and course structure to be followed.

Mangalore University is following the Choice-based Credit System since 2016 and a University that is home to a cornucopia of globally-relevant and locally-significant research and academic streams. Hence with the interdisciplinary learning mode, offering domain-specific and open electives, Mangalore University has ensured that the curricular aspects are not only interdisciplinary but are transdisciplinary in approach. From 2024, revised NEP has been introduced at the UG level as per the Karnataka State

Education (SEP) Policy in UG Programmes with complete freedom given to the Boards to draft, design and deploy curricula and devise the practical knowledge / skill / internship/ project work required in accordance with the requirements of the programme. Constitutional values which is a compulsory course is structured by a central committee and involve constitutional moral values / principles of equality, liberty, fraternity, national unity, non-discrimination and environmental studies. It can also have practical experience through tutorial assignment and based on a small survey.

- **Multidisciplinary/interdisciplinary**

Bachelor's with multidisciplinary majors has been introduced by the University. In addition, languages, ability enhancement courses, skill enhancement/development courses/vocational courses, foundation/discipline-based introductory courses, discipline core and elective courses, open/generic elective courses, project work/dissertation/internship/entrepreneurship, sports/cultural and extension activities all are aimed at multidisciplinary/interdisciplinary education.



The CBCS is followed in all the Masters programmes. It has been expanded in scope with new courses classified as mandatory or hard-core courses; optionals or soft-core courses with choice; open electives facilitating horizontal mobility across disciplines and institutions; and project work (whole semester or in lieu of 1-2 theory/practical courses) carried out intramurally or

extramurally in industries and reputed national academic and research institutes. An eclectic array of choices is offered enabling students to engage with rich and diverse academic content that expands their horizons. Students from colleges as far as 150 km away can access the curricula offered exclusively on the university campus in Open Elective courses.

To encourage interdisciplinary research, faculty were given guideship in Interdisciplinary areas of research with intake of 2 students each in the Interdisciplinary field. Advanced Research Centres such as CARRT, CARER, Microtron, PURSE Lab stimulate interdisciplinary research by conducting collaborative research with various Departments of the University.

- **Academic bank of credits (ABC)**

Academic bank of credits to promote a bank of credits has been adopted as per Regulations Governing the Choice Based Credit System Semester Scheme with Multiple Entry and Exit Options in all Degree Programmes across Faculties. This mechanism facilitates students to choose their own learning path to attain a Degree/Diploma/Certificate and works on the principle of multiple entry and exit anytime, anywhere, and at any level of learning. ABC will enable the integration of multiple disciplines of higher learning leading to the desired learning outcomes including increased creativity, innovation, higher order thinking skills and critical analysis.

ABC will provide significant autonomy to the students by providing an extensive choice of courses for a programme of study, flexibility in curriculum, novel and engaging course options across a number of higher education disciplines/ institutions. The multiple entry and exit options for students is facilitated at all levels. Credit accumulation through the ABC scheme is possible for students across the country to transfer and consolidate their credits in any HEI. The validity of credits earned will be for a maximum period of seven years. The procedure for depositing credits earned, its shelf life, redemption of credits, are as per UGC Regulations 2021.

- **Skill development:**

In addition to curriculum-oriented skill development and enhancement through laboratory practicals and experiential training, specific skill-based courses including Ability Enhancement Courses, Skill Enhancement/Development Courses/Vocational courses are focused on skill development. Furthermore, field work, research project work/ Dissertation/ Internship are also geared towards skill enhancement. The University also conducts regular ICT-enabling technology training for teaching and non-teaching staff, skill development training programmes for students and Lab technicians etc. through the Departments, Computer Centre or IQAC. The

University has also appointed a Director for the Skill Development Centre. The University has also set up an Incubation Centre (MUIC), in partnership with IBM India Pvt. Ltd and their subsidiary NCS India, with the aim to serve the students' needs in the job market.

- **Integration of Indian knowledge system (teaching in Indian Language, culture, using online course)**

The Dharmanidhi Yoga Peetha was established to foster yogic science in education and research with three-fold activities of teaching, therapy and research in Yoga. M.Sc. in Yogic Science was started in 1998 for the first time in the country, thus integrating ancient Indian knowledge and wellbeing system into education. Yoga Therapy and Yoga Spirituality are specializations offered. Indian Language studies that integrate Indian systems of knowledge, origins of language, literature including prose, poetry and grammar and local culture are conducted in the state language of Kannada, local languages Tulu, Konkani, Kodava and Beary, and national languages Sanskrit and Hindi leading to various academic programs. Value-added programs are offered in local cultural art forms such as Yakshagana by a dedicated study centre. Other Indian culturally- and historically-based centres of study on Tulu, Kodava and Beary cultures also exist that engage in interdisciplinary research on Indian knowledge systems. Research on Boota Kola, cultural deities and practices is conducted by the SVP Institute of Kannada studies. The departments of Life Sciences, particularly Botany and Biosciences have courses on Medicinal plants, Ethnobotany of India. Study centres dedicated to reformist Indian philosophies such as Kanaka and Brahmashree Narayana Guru have also been established.

- **Focus on Outcome based education (OBE)**

Each department ensures that POs, PSOs and COs of Curricula offered are displayed on the University website, stated and communicated to teachers and students through meetings of the departmental council, Board of Studies, and orientation programmes. The faculty of each department discuss the requirements of the syllabus and take a collective decision regarding the contents of the syllabus keeping in view POs, PSOs and COs through discussion with the experts on the BoS. COs are highlighted in the classes by the teachers handling the respective courses. The updates in the syllabus are made available to the students through hand outs and also through the university website. The students' opinion regarding effective delivery of course contents and meeting the course outcomes is collected through online questionnaire at regular intervals and reviewed by the BoS with ATRs being taken and placed in the Syndicate. The academic performance of the students is also reviewed in the BoS and problems, if any, are discussed and remedial measures taken. If the course outcomes are not realized, steps are taken

to modify the syllabus, to remedy and fill the gaps. Courses pertaining to Skill Development, Employability and Entrepreneurship are also being mapped.

- **Distance education/online education**

The University launched Distance Education in order to provide access to higher education to all sections of the society. The Centre offered Bachelor's and Master's programmes in Humanities and Commerce. The Distance Education programmes have now become part of the Karnataka State Open University. The objectives were to:

- Promote higher education through non-formal means or correspondence mode.
- Establish networking of learners and knowledge practitioners by means of ICT.
- Offer both conventional and innovative courses for knowledge proliferation.
- Take such courses to the doors of socially and economically disadvantaged sections.
- Collaborate with national and international educational organizations to promote excellence in non-formal education.
- Export quality higher education through communication networks.
- Encourage disadvantaged and weaker sections to acquire essential skills, information and knowledge to cope with the demands of emerging new professions in a fast-changing global society.

During Covid period, all faculty switched to online means of teaching and learning by conducting online classes, using various online tools and curating online learning material. Thus, a large collection of online material in the Humanities, Science and Commerce is available for continuous distance learning. All University programmes are being recorded and played at select points for use of stakeholders. Some centres are continuing the online mode for special, invited lectures on a regular basis. The University is also mainstreaming events on a dedicated You Tube Channel for the benefit of all stakeholders.

4.0 Strategic Directions

Mangalore University has placed in perspective the recent changes as per the Karnataka SEP Commission and synced the entire process as follows as part of strategic directions of the University. Attainment of the above will accordingly need the following as agenda for growth of the University and blend with the IDP of the University in the long term plan.

Excellence in Curricular Aspects

Mangalore University will offer relevant academic programs that engage students and professionals in interdisciplinary education that inspires analytical thinking, creativity, and ethical practices through experiential learning, thus, preparing them for a fulfilling career.

Faculty Excellence

Mangalore University is committed to supporting and strengthening faculty through the development and retention of outstanding scholars and educators. Mangalore University will promote academic leaders' growth through professional development opportunities and institutional policies designed to strengthen faculty's engagement with teaching and research.

Student Excellence

Student holistic development/all-round development of our students is essential and hence our energies are directed towards innovative teaching, experiential learning leading to improved student performance.

Excellence in Research and Innovation

Mangalore University aims to evolve as a university for research with focus on innovations, patents and IPR. Our focus is to touch upon areas of research which are of international relevance, aligned with attaining Sustainable Development Goals (SDGs) and with a profound impact on society.

Excellence in Outreach and Social Impact

Extension service or community engagement is one of the University's focus areas through flagship programmes such as Study Centres, Endowment Chairs, Village Adoption and School Adoption. A culture of outreach and engagement is promoted through value engagement with our communities and local partners.

Excellence in Institutional Governance

Good governance is pivotal to ensure the University steers forward in the years to come

and has been a regular practice in the University. Stakeholders have a voice in decision-making, either directly or through various bodies that represent their interests.

Excellence in Campus Environment

Mangalore University is committed to transforming and revitalizing the campus by securing investment for improved teaching-learning facilities. At the core of this revitalization will be the construction of additional facilities for the student community's intellectual, social, physical and mental wellbeing.

5.0 Institution Development Plan (IDP)

The IDP, created with the participation of the Mangalore University stakeholders, establishes the aspects on which the University will concentrate its actions for the next five years in cohesion with the optimal fulfillment of the Mission, Vision, and University Strategic directions through compliance with instruction, research, outreach and extension.

In alignment with the UGC and KSHEC, Govt. of Karnataka guidelines, Mangalore University has further adapted its strategic plans and directions and accordingly formulated the Institution Development Plan blending the requirement of the current educational scenario, key features of which are as tabulated below:

Objectives of the IDP

The objective of the IDP is to:

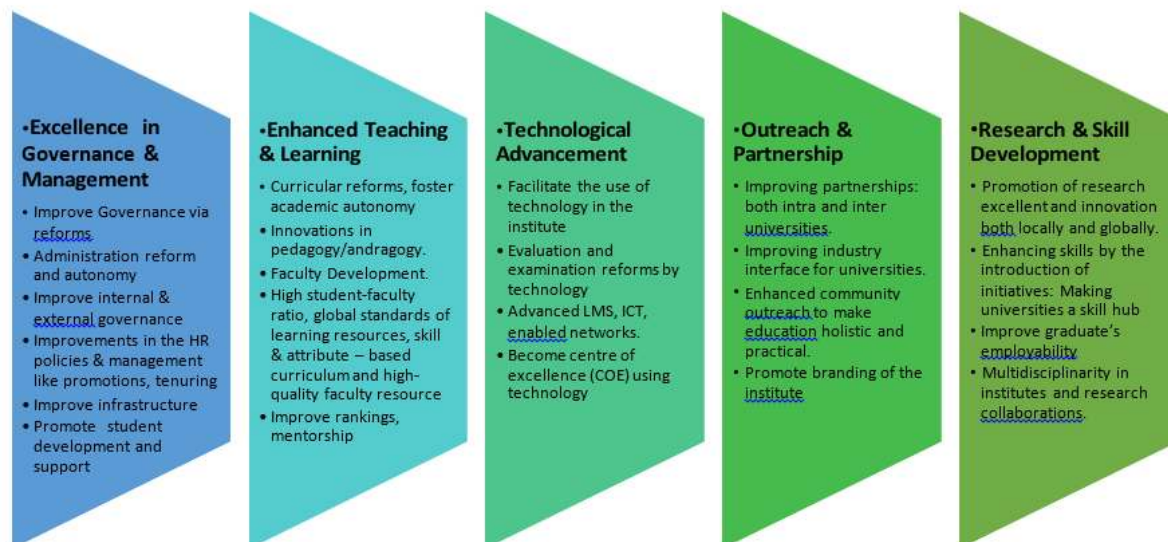
1. Align with the defined mission, vision and values of the University.
2. Document the changing, flexible, pattern of governance to accelerate progress.
3. Build an accountable, decentralized and transparent internal governance.
4. Set IDP measurable parameters for monitoring the progress of the University.
5. Align with recent developments/shifts in educational scenario.
6. Look into the perspective of the University holistically.
7. Build a robust development path / road map for the University.

The **MANGALORE UNIVERSITY IDP** shall focus on being aligned with the following:

- 17 SDGs of United Nations
- Emerging digital technologies.
- Research and teaching of contextual and global relevance
- Multi-/inter-disciplinary teaching and holistic development of students
- Rankings and Accreditation

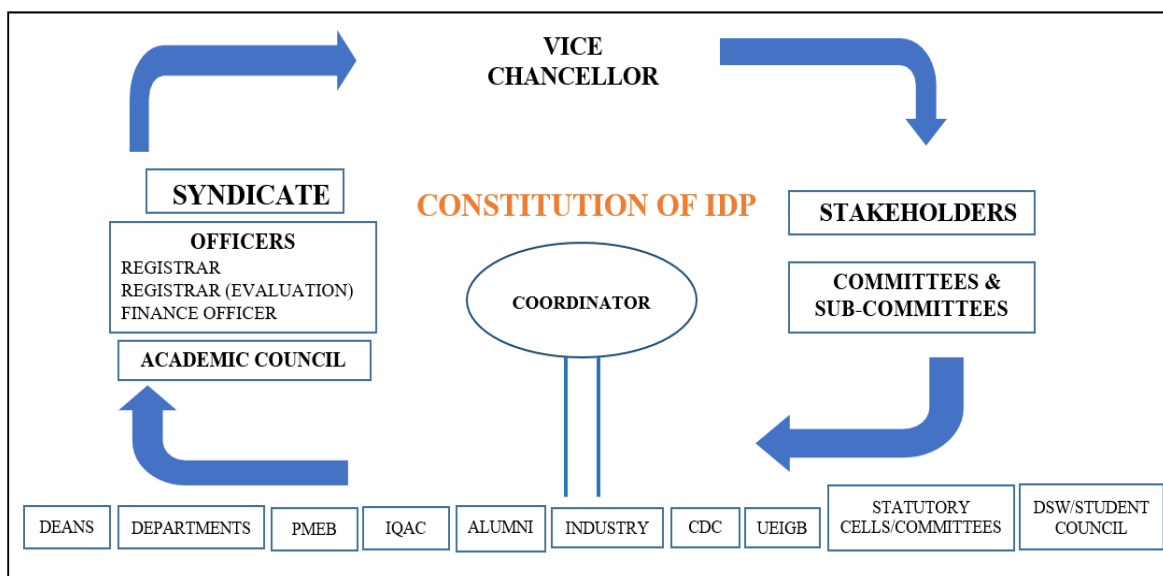
Panchamrut for HEIs

The following thematic objectives as shared by the IDP Strategy template has been borne in mind while setting the IDP for Mangalore University



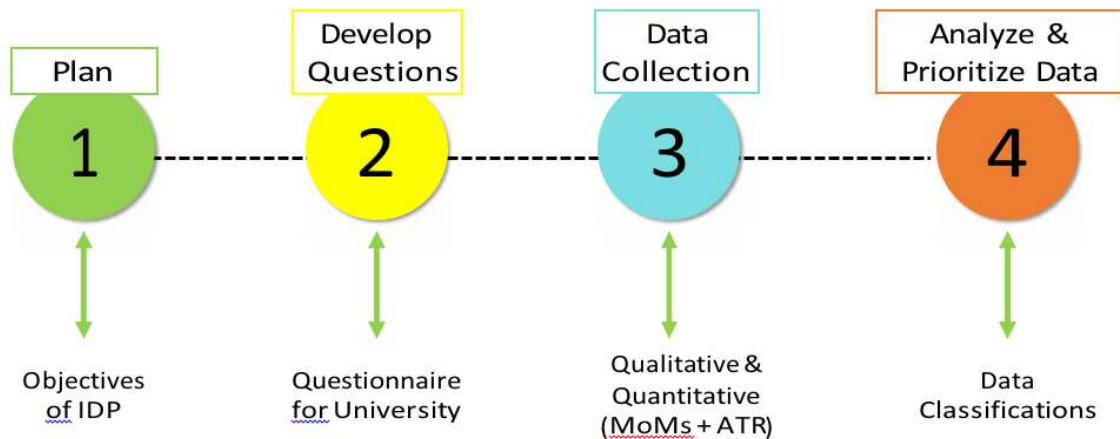
Constitution of the IDP Team:

The IDP committee has been familiarized with the objectives of the IDP as per UGC and KSHEC, Govt. of Karnataka. Sub-Committees were formed from across the University who formed a part of the Core team for IDP development and implementation.

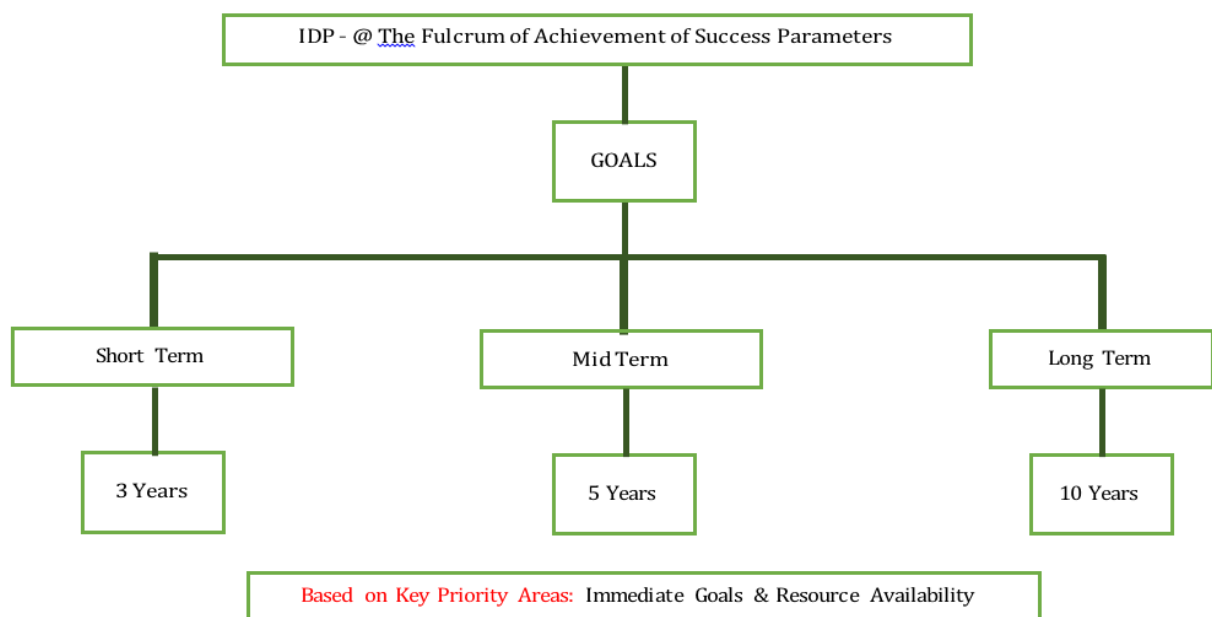


Need Assessment:

The need assessment based on the SWOC analysis was done accordingly and the following process followed:



After conducting a series of meetings and brain-storming sessions with all stakeholders, Minutes of Meetings (MoMs) and Action Taken Reports (ATRs), taking into consideration the questionnaire provided by the KSHEC, Govt. of Karnataka to capture the key elements of the IDP, Mangalore University has created an Institution Development Plan which is dynamic in nature.



6.0 IDP - Key Elements

6.1 Board

Functioning Board, Members, Frequency of meetings, Responsibilities, Expertise, Regulations

The University has a clearly stated Vision and Mission statement that is reflected in all spheres of academic and administrative governance, outreach and extension and encapsulated in the ethos and aspirations of the University.

All the Universities in Karnataka are governed by the KSU Act 2000. As per this Act, the important boards for the University are the Syndicate, the Academic council, Finance Committee, the Faculty of different disciplines, Boards of Studies and Boards of Examiners along with Boards of Appointments. The membership, the eligibility for membership, the roles and responsibilities and powers of each of these boards is specified in the KSU Act. Accordingly, these boards in the University function to decide on the administrative, academic, financial and policy matters of the University. The teaching faculty of the University participate in various decision-making bodies as stated above and they help in implementation of the administrative policy and academic decisions taken by the above bodies.

The Syndicate, being the highest body, has all the powers to decide on the administrative, academic and financial matters of the University. The Academic Council mainly focusses on academic matters, like the scope of syllabus, course contents, duration, teaching methodology, credits, eligibility for teaching etc. It is guided by the Faculty of every discipline (Arts, Science and Technology, Commerce, and Education). Every discipline has its own Board of Studies which decides on the programmes to be offered by the PG departments and the colleges. The contents of the syllabus, the pattern of teaching and examination, the scheme of evaluation are all decided in the Board and submitted to the Faculty.

As of now, every Board enjoys the state of autonomy in deciding on the matters presented before it. Though every programme proposed by the colleges/PG Departments are governed by a common pattern like CBCS or NEP/SEP commission, the contents and scheme of examination are decided by the Board only. The meetings of each of these Bodies are conducted as per the calendar of events like the Syndicate meets atleast 8 times in a year with a gap of forty days between two meetings. The Academic Council and Finance Committee meet atleast four times a year. The Faculty of various disciplines meets atleast once in a year. Boards of Studies ordinarily meet in the month of September each year. Boards of examinations meet twice in a year. The Board of Appointments are convened only when the process of recruitment and promotions goes on in the University and the frequency is not fixed.

Apart from these statutory boards, the University has the autonomy to constitute various committees and boards to help the University in implementation of various initiatives and activities as per the requirements of the Act, Regulations, UGC Guidelines and directions from the Government etc. such as IQAC, PMEB, RDCPC, Placement Cell, Admission Committee, Doctoral Committee, Advisory Committees for all Central Facilities such as Library, Health Centre, Hostels, Study Centres, Research Centres and Endowment Chairs.

In the past, we have seen some members of the Syndicate who have taken the responsibility for human resource development activity and academic excellence, for example, some members of the Syndicate and Academic Council appointed by the Government took keen interest in finding out the progress of the Endowment Chairs and proposed measures to make the Chairs more active and carry out society-related outreach activities. Syndicate members are also a part of the affiliation committees, Purchase Committee, Finance Committee, Advisory Boards etc., and they actively participate by giving suggestions. Mangalore University has also seen members of the Syndicate going to the Government and getting funds for establishment of Study Centres, Endowment Chairs and even land to start new campuses.

It is desirable that the nominated members are independent of affiliation to any political/Govt agencies and are eminent persons with an academic/research bent of mind having ideas and will to further the progress of educational institutions, teaching and research activities. The University would also expect the members of the statutory bodies to take active part in bringing funds to the University through national and international collaborations, CSR funding, placements for students, industry linkages etc. The contribution of the Board members should be such that they help the University in managing its affairs like how some of the reputed universities are functioning. Boards of Studies should consist of Industry experts, representative and local stakeholders.

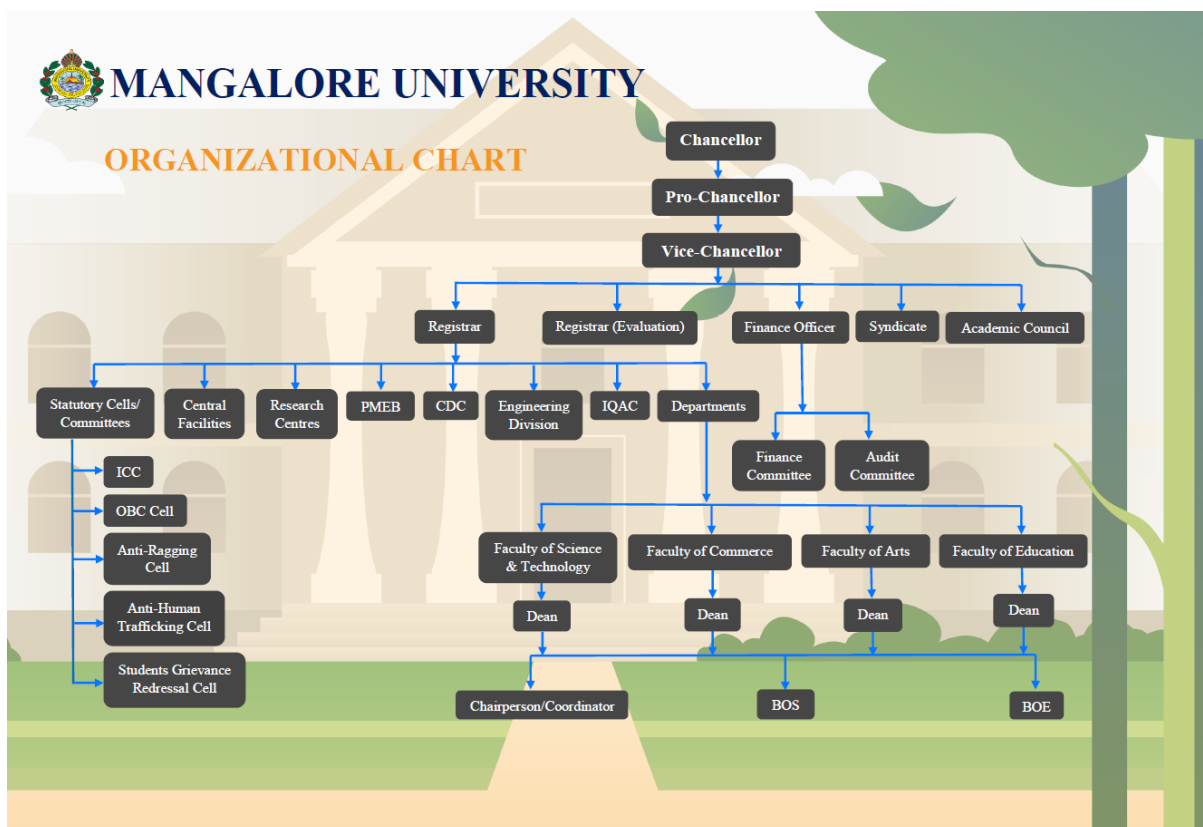
6.2. Organizational structure

Mangalore University aims to be a Multidisciplinary Education and Research University (MERU) with focus on Research and Teaching. It is our vision to evolve into an international centre for advanced research and education. We have on an average more than 3000 students at UG, PG and PhD levels and offer high quality teaching and opportunities for research and community engagement.

Mangalore University is a young university situated in and catering to rural/semi-urban area students of the Coastal Districts of Karnataka. Youth of rural Dakshina Kannada and Udupi are all either first generation learners or first generation Master's students. The University is uniquely poised to offer quality education that is affordable and accessible in a green ambience.

Changes in department structure redesigned in alignment with the programs being offered - As per the KSU Act 2000 all flexibility for framing and reforming the course structure, as and when the need arises rests with the Board of Studies. Curriculum design, development, deployment and discernment is a continuous process with the involvement of all Stakeholders such as Industry, Alumni, Experts, Students.

Organisation structure required for nimble and quick decision making - Members of the Board of Studies should demonstrate interdisciplinary expertise, depth of knowledge and research in the subject and also discern the requirements of the industry. The Academic Dean may be part of the Board of Studies. There can be subject-based academic body at the State level to maintain the uniformity in the curriculum for final approval.



Cross-cutting mechanisms to ensure good coordination among all the functions - Academic Deans (Faculty-wise) should be given more power, freedom and responsibility to enable quick decision making in consultation with the Hon'ble VC for the speedy implementation of action plan regarding admissions, curriculum and any other matter pertaining to academics.

Functions best done in a shared resource model to ensure optimal use of resources - School concept headed by the Director may be evolved with the well-defined thrust areas. Common well-maintained facilities with supporting well trained technical/assisting staff to carry out teaching/research program.

Human Resource to assume leadership positions - Chairpersons/Coordinators are appointed at the level of the Departments. Assistant Registrars, Deputy Registrars assist the Administration. At the student body level, we have Student Council and Class Representatives.

6.3 Academic Administration

Mangalore University has an **academic calendar** from admission upto examination, which is strictly adhered to. It is notified well in advance of the academic year, is displayed on the website and contains the date-wise schedule of all academic activities including Starting of classes, Internal Tests, Examinations, Vacation etc. It is planned based on the UGC guidelines for academic activities, such as Formative assessment after 6 and 12 weeks of the semester and completion of exams by the 18th week of the semester. A calendar containing information about General holidays and restricted holidays is also notified each year. In addition, the University prepares a separate Diary with composition of Syndicate, Academic Council and all contact details with information about Departments, Central Facilities, Engineering Division,

Amenities, affiliated and autonomous colleges. A wall calendar is also brought out with details of cultural events.

The academic calendar is followed strictly except in cases of unplanned holidays (rains/strike/pandemic) etc., where the Academic Calendar is modified accordingly.

The University has well planned mechanisms for Mentoring, Tutorials and Counselling.

The university caters to the needs of students from diverse backgrounds and geographic locations, including international students. The departments are committed to satisfy the academic needs of the students and help in their overall development. Special efforts are made to reach out to their learning needs by initial assessment of their learning levels, by way of tests/discussions. Based on performance in Internals, academic mentoring is provided. Mentors are assigned to all the students at the beginning of the programme, who make themselves available to the mentees as needed. The mentees usually approach the mentors with academic, financial, social and psychological issues. Mentoring initiatives are taken up to help students cope with language, stress and related matters and find a balance between academic development and personal sustainability. Mentors also monitor the progress of the student from time to time till the completion of the programme. Mentor record is maintained. Tutorials are part of the regular time table of the Departments and used to provide remedial classes for SEDGs, group discussion, to improve their communication skills and to clarify their doubts. In addition to mentoring, the University has provided the services of a professional Counsellor, who ensures physical, psychological and emotional well-being of the students. She is available at the University Health Centre and regularly visits Departments and addresses the students on issues related to time management, stress, mental and physical health and wellbeing. In addition, the Department of Yogic Science also provides need-based yogic therapy to the students on a regular basis.

Attendance is monitored quarterly and displayed on the Department notice boards so that students are aware of their status. A minimum of 75% attendance is mandatory. Students who have shortage are informed from time to time. Final attendance is uploaded onto the UUCMS portal to enable eligibility to take the final exam.

The University has a **mechanism to collect feedback and self-appraisal** to assess performance of Faculty members. The University has evolved a structured Student Feedback System, which is an in-house developed, dedicated software curated to collect online feedback based on the UGC format. The attributes are given relative weightages and the aggregate performance index is named 'Performance Rating'. Analysis is based on the UGC pattern of grade points A, B, C and D with corresponding weightage. The parameters pertain to knowledge base, communication skills, commitment, interest generated, ability to integrate course content with other courses to provide a broader perspective, accessibility in the Department, ability to design methods to evaluate students' understanding of the course, regularity and punctuality etc.

Faculty submit self-appraisal reports duly endorsed by the Chairperson each year to the Vice Chancellor. The structured online Faculty Feedback System developed in-house uses logical software language-based code to autogenerate a feedback report, about drafting of course content and learning objectives, relevance to competitive exams and skill development, deliverables of learning outcomes, the connect to industry and employability, teaching and ICT

facilities for teaching-learning outcomes. This has been used by the University to augment teacher performance through an ICT-enabled campus and facilitating access to e-content across international databases.

The Vice Chancellor advises teachers, whose feedback has not been quite favourable, on a one-to-one basis. Those with good scores are complimented, with such appreciation resulting in increased motivation. Best teacher awards have been constituted for University teachers with them being felicitated each year on Teacher's Day. It is desirable that feedback should be taken into account during promotion to higher cadres.

Mentoring activities can be further enriched by each department having a Counselling Committee headed by the Chairperson, which should meet monthly, collect random feedback to ensure valuable inputs at regular intervals and timely resolution. Online Attendance Management System may be introduced to facilitate the teachers to mark attendance and enable students and their parents to track their attendance in a transparent manner. Feedback analysis reports of Faculty performance may be used by the University to provide incentives, seed money, promotion to higher cadres etc.

6.4 Internal Governance Bodies

Mangalore University has **a clear articulation and rigorous implementation of all the internal governance bodies, their roles and responsibilities and decision-making authority including the Syndicate, Academic Council, Research, Development, Consultancy Cell, Directorate of Student Welfare, Departmental Council etc.).** The Syndicate is typically a governing body consisting of members from various stakeholders including faculty, administrators, government representatives, and sometimes eminent personalities from various fields. Here is an overview of the role of Syndicate in our university:

- **Policy Formulation:** Syndicate is involved in formulating policies related to academic programs, examinations, admissions, and other administrative matters thereby shaping the overall direction and development of the university.
- **Financial Oversight:** Syndicate oversees the financial management of the university by approving budgets, allocating funds for various academic and infrastructural needs, and ensures that financial resources are utilized effectively and transparently.
- **Appointment and Promotion:** Syndicate is responsible for the appointment and promotion of faculty members, administrative staff, and other employees of the university and ensures that appointments are made based on merit and adhere to the rules and regulations set by the university and relevant government authorities.
- **Curriculum Development:** Syndicate is involved in the development and revision of academic curricula through review of existing programs, proposing new courses or majors, and ensuring that academic offerings are relevant and meet the needs of students and the society.
- **Quality Assurance:** Syndicate plays a role in maintaining academic standards and quality assurance mechanisms within the university by overseeing processes such as accreditation,

assessment of academic programs, and implementation of quality improvement initiatives.

- **Disciplinary Actions:** Syndicate may also be involved in disciplinary matters concerning students, faculty, or staff members and ensures that disciplinary procedures are followed fairly and in accordance with university regulations.
- **Representation:** The Syndicate represents the interests of various stakeholders and serves as a forum for discussions and deliberations on issues affecting the university and its constituents. Overall, syndicate serves as important body for governance, decision-making, and ensuring the overall functioning and development of the institution.

On the other hand, the Academic Council plays a significant role in the governance and academic affairs of university. Here are the key functions and responsibilities of the Academic Council:

- **Academic Policy Formulation:** The Academic Council is responsible for formulating academic policies and regulations pertaining to various aspects of teaching, learning, and research within the university. This includes curriculum development, assessment and evaluation methods, academic standards, and admission criteria.
- **Curriculum Development and Revision:** One of the primary functions of the Academic Council is to develop and revise academic curricula for different programs offered by the university. It ensures that the curriculum is up-to-date, relevant to the needs of students and society, and aligned with national and international standards.
- **Program Approval and Accreditation:** The Academic Council evaluates and approves new academic programs proposed by departments or faculties. It also plays a role in the accreditation process, ensuring that academic programs meet the required quality standards and criteria set by accrediting bodies.
- **Academic Regulations:** The Academic Council formulates and reviews academic regulations governing various aspects of student academic life, such as attendance requirements, grading policies, credit transfer mechanisms, and academic integrity standards.
- **Assessment and Evaluation:** It establishes policies and procedures for the assessment and evaluation of student learning outcomes. This includes setting examination schedules, determining grading systems, and ensuring the integrity and fairness of assessment processes.
- **Research and Innovation:** The Academic Council may promote research and innovation activities within the university by establishing policies and support mechanisms for faculty and student research projects, collaborations with external institutions, and the dissemination of research findings.
- **Quality Assurance:** It monitors and evaluates the quality of academic programs and teaching-learning processes to ensure continuous improvement. This may involve conducting periodic reviews, surveys, and assessments of academic activities and outcomes.
- **Student Welfare and Development:** The Academic Council may discuss and recommend

measures for the welfare and development of students, including academic support services, counseling programs, and extracurricular activities.

- **Collaborations and Partnerships:** It may explore opportunities for academic collaborations and partnerships with other institutions, both nationally and internationally, to enhance the academic reputation and resources of the university.

Overall, the **Academic Council** plays a crucial role in shaping the academic direction and excellence by formulating policies, overseeing academic programs, and ensuring quality and standards in teaching, learning, and research.

The Department Councils of PG Departments play a pivotal role in the governance and management of academic affairs. Here are the key functions and responsibilities of Department Councils:

- **Curriculum Development:** Department Councils are responsible for developing and updating the curriculum of PG programs. They ensure that the curriculum is aligned with current academic standards, industry requirements, and emerging trends in the field.
- **Course Planning and Scheduling:** They plan and schedule courses for each academic semester/year, taking into account the availability of faculty, resources, and the needs of students. This includes deciding on the timing, frequency, and sequencing of courses.
- **Student Admission and Progression:** They oversee the admission process for postgraduate programs, including the review of applications, conduct of entrance exams or interviews, and selection of candidates. Department Councils also monitor the academic progress of students, including their course registration, performance, and completion requirements.
- **Research and Publications:** Department Councils encourage and support research activities among faculty and students. They may provide guidance on research proposals, facilitate collaboration with other institutions or industry partners, and promote the dissemination of research findings through publications and presentations.
- **Academic Support and Guidance:** They offer academic support and guidance to students, including mentoring, advising on course selection, and addressing academic concerns or challenges. Department Councils may also organize workshops, seminars, and other academic events to enhance student learning and engagement.
- **Quality Assurance:** They ensure the quality and standards of PG education by conducting periodic reviews and assessments of academic programs, teaching methods, and student learning outcomes. Department Councils may implement corrective measures and improvements based on feedback and evaluation results.

Overall, **Department Councils** play a crucial role in fostering academic excellence, research culture, and professional development within the department. They contribute to the overall mission and goals of the university by ensuring the quality and relevance of postgraduate education and research in their respective disciplines.

Frequency of meetings and rotational frequency for members - Syndicate meetings occur every forty-two days, typically totaling eight meetings per year, though additional special

meetings may be convened as necessary. Appointments by the government and governor generally last for three years. The Vice Chancellor nominates a senior dean and a senior professor to serve on the Syndicate, each for a one-year term. Academic council meetings are held quarterly, totaling four meetings annually. The council comprises senior professors, deans, student representatives, government delegates, and university administrative officials. Department council meetings are held monthly and typically address examination scheduling, departmental academic and research initiatives, infrastructure development plans, curriculum revisions, and any other issues assigned by the university.

Plans to develop younger members to assume positions on these bodies - The Departmental Council consists of all faculty members including young faculty, aiming to familiarize young faculties with the university's operational framework. Young faculty members are encouraged to engage in project assignments, mentoring activities, and participation in curriculum development, guided by student feedback and industry requirements.

Audit mechanisms to ensure performance - The university operates under two audit systems. Internal audits, conducted by the finance department, occur regularly on a case-by-case basis. State audits are conducted annually at the conclusion of the fiscal year. The finance division consistently addresses audit findings, ensuring balanced financial management through administrative measures.

Academic and Administrative Audit is also conducted on a regular basis and enables a critical assessment of the previous years, provides a Department/Unit-wise SWOC analysis and enables the University to strategize and plan its academic and research activities ahead.

6.5. Curriculum Excellence

As per the KSU Act 2000 all flexibility for framing and reforming the course structure, as and when the need arises rests with the Board of Studies. Curriculum design, development, deployment and discernment is a continuous process with the involvement of all stakeholders such as Industry, Alumni, Experts, Students etc.

The **curriculum** is ideally revised once in three years and **updated** as and when considered necessary.

Frequency (time duration) of syllabus updation - A mandatory revision of the syllabus is undertaken every 3 years.

Constitution of Curriculum development committee - The Board of Studies of the concerned programme consists of one of the professors of the concerned department/subject in rotation for every 3 years on seniority basis as the Chairman of the board; all the professors of the department as members, and 2 to 3 professors of concerned subject from other universities or higher educational institutions as subject experts. In addition, there is scope for inclusion of representatives from the industry, meritorious alumni etc.

Curriculum inclusion of Skill development, Enhancing Employability, and Generating interest among students for learning - The curriculum of all the programmes includes skill development, enhancing employability, and enabling students to acquire competencies required

for 21st century. Science students' experimental knowledge in the normal laboratory classes and in the project work enables them in enhancing their skill for their future employability in teaching, scientific and industry. The group discussions, project work, seminars, field work enables the students of Humanities and Management streams in enhancing their skill for future employability.

Placement scenario. Percentage of students employed/ pursuing higher studies after completion of the course - At present the placement scenario is challenging and needs to be improved. More than 50% students after graduation are employed as teachers in higher educational institutions. In the range of 10-20% students take up higher studies after master's degree. The University has a University Employment Information and Guidance Bureau that provides career guidance and placement opportunities for students. Campus job melas are conducted. Individual companies visit the campus for campus selection, followed by training and appointment.

Local languages as component of the curriculum - In addition to the State language Kannada, the University offers M.A degrees in Tulu and Konkani languages. Study Centres in Beary and Kodava languages and in Kunda Kannada and Arebhashe have been established.

Proposed process for new program curriculum development and on-going curricular review - The development of new programs should be based on the educational needs of such programs in local and global scenario. Majority of the exciting programs in the university are the basic and fundamental programs that a university should be offering. The existing programs will be periodically evaluated and updated in accordance to the existing needs of the students and the society.

6.6. Pedagogical Excellence

Mangalore University is a multi-disciplinary university having faculties of Science, Humanities, Commerce and Education. It has attained an exemplary status in the Universities of India in the field of education, research and employment placements. Since it is a university of varied areas of study each having its own methodology of teaching and research, the handling of these subjects involve different methodologies of teaching. **Domain specific pedagogical tools such as Presentation, Demonstration, Field study, Survey, Role Play, Case Study, and Simulations etc., that are used for teaching students.**

The science-oriented subjects utilise pedagogical tools such as Demonstration, interactive methods using educational software, experiential lab learning, simulations etc.

Social science subjects utilise methods such as field work, case study, role play, survey through the projects and dissertations.

Education faculty comprising of Education and Physical Education utilise demonstration, collaborative learning, experiential learning, Field study etc.

Overall, the students in Mangalore University are introduced to a plethora of learning methodologies since it is equipped with relevant laboratories to cater and facilitate the learning experience.

Practical orientation in relation to the teaching-learning system is given to students- Initially, the students are exposed to orientation programmes on “how to use library resources” as a general procedure, and in the class rooms and field studies they are introduced to various infrastructure which enriches the teaching-learning experience.

Innovative teaching practices like smart classroom, conferencing, virtual learning etc. have been adopted - a few of the classrooms are equipped with smart boards, all the classrooms are enabled with ICT facilities. The University possesses an Incubation centre where IT based learning and courses are introduced and adopted.

Phygital Education – is the convergence between the physical and digital worlds. The main idea behind phygital is to integrate these two spheres – physical and digital to create richer, more immersive, and personalized experience for the students. Besides classrooms being equipped with smart boards, ICT and LAN facilities, classes are also conducted, and learning resources shared in the blended mode. Mangalore University needs a custom-made Institutional Learning Management System to facilitate phygital education, continuous learning and evaluation. Students are also encouraged to take online courses on platforms such as MOOCs, Swayam, e-Pathshala, NPTEL etc.

Processes for the review of pedagogic practices (eg., systematic class observations, reflection notes, and student feedback) exist. Process in place to review the teaching-learning experiences of students includes Continuous Internal Assessment, Student feedback, periodical internal assessment tests, practical assessments etc. This enables need-based interventions through remedial classes, tutorials etc.

Towards the attainment of such a holistic and interdisciplinary education, the flexible and innovative curricula include credit-based courses and projects in the areas of community engagement and service, environmental education and value-based education - Based on the methodology and process mentioned above, students are provided opportunities for interdisciplinary studies through open electives. All curricula have some aspect of community engagement, service, environment, ethics and values. In addition, value added courses are offered on the relevant subjects. Projects/internships in the Humanities take the form of community service.

Advancement in pedagogical tools, enhanced use of simulations and practical exposure and bolstering of innovative teaching methods and adoption of technology in education delivery is the need of the hour - The prevailing and progressive educational process adopted in the university has resulted in the students getting acquainted with modern educational pedagogy, especially experiential learning, project-based learning case studies, field study and lab-based research. This has also developed student exposure to practical and job-oriented skill learning, resulting in better placement opportunities.

6.7 Infrastructural Development

Renovation required - Mangalore University has good physical infrastructure with over 80 blocks consisting of 25 academic departments, administrative sections, library, utility blocks, hostel blocks etc. Some of the academic departments have newer buildings. However, some of

the blocks are very old and require exhaustive renovation/repair. Similarly, some of the other older building blocks like Hostels, Residential quarters and utility blocks need major maintenance. Of 110 classrooms, 92 are ICT-enabled and only a few classrooms are having smart boards. There are 29 halls for conducting seminars/workshops, out of which only a few are having ICT facility. Of 138 laboratories, 55 are for research, 58 for conducting PG practicals and 25 for computing. Existing furniture in most of the class rooms and laboratories are very old and are partly damaged, hence requires repair/replacement. A large number of high-end, sophisticated instruments and minor equipment are housed in PURSE Instrumentation Centre, NMR Instrument Centre, USIC, Microtron, CARRT, CARER, Science Departments and Incubation Centre. Some of the instruments/equipment are very old and some are not working. They require AMC/upgradation/repair/replacement. Furniture in the library are old and inadequate, hence additional furniture for reading and housing books and journals are required.

University campus is partly Wi-Fi enabled covering most of the academic and administrative blocks, which requires extension to most of the essential areas. Almost all computers on the campus are under the 1.5 Gbps internet connectivity through leased lines to facilitate internet access. Still the internet access speed is not sufficient for teaching-learning and research and hence further increase in internet speed by increasing the bandwidth of internet connection is required.

RF-based closed-circuit television (CCTV) setup is established with 147 cameras of different types installed on the campus, covering some important areas of the University, which needs to extend to the entire essential areas of the campus.

Overall, exhaustive renovation is required in terms of additional infrastructure, physical infrastructure, furniture and equipment (viz. Laboratories, Library, Networking, Smart classrooms, discussion rooms)

Infrastructural development work required for non-academic areas (hostels, parks, residences, sports complex, gym, dispensaries, toilets, cycle stand, students' common room, etc.)

University has adequate infrastructure for promoting sports, indoor games, cultural activities and yoga. The University has a 400mts track with pavilion, playground, air-conditioned fitness centre, multipurpose indoor hall, and well-equipped sports science labs for sports performance evaluation, sports injury treatment and research. Though there is a 400mts track with pavilion, University does not have a stadium. Hence this infrastructure has to be up-graded with stadium and synthetic track. The swimming pool facility is required.

The campus has facilities like auditorium with seating capacity of 1000, six seminar halls, museums, botanical gardens, arboretum, workshops, yoga therapy lab, cyber labs, hostels for men, women, and working women, state-of-the-art fitness centres, indoor sports complex, staff quarters, guesthouses and well-equipped health centre. Shopping complex, canteen, publication wing-Prasaranga and Employees Credit Co-operative Society are available to cater to the needs of stakeholders. The existing non-academic infrastructure is not adequate and requires renovation, repair and extension. Refurbishment of hostels, guest houses, health centre and residential blocks are required as most of these blocks are very old. The fitness centre facility

available in the hostel for men is very old and most of the equipment are not in usable condition and hence require repair and replacement. Seminar halls, workshops, yoga therapy labs and computer labs need up-gradation with latest/modern facilities. As there are no parks on the campus, at least one big park with walking track is required to be created on the campus near the residential areas. As limited parking facility is available, that too near only few blocks, sufficient parking facility has to be created on the campus. The common room facilities created for the students in the academic blocks need the required facilities. A few sections of the administrative office is having corporate facility and hence the extension of this facility to all sections is required.

Type of infrastructural development work needed for providing access to differently-abled students - The lift/ramp facility is not provided in all the academic/non-academic blocks. All blocks require this facility to make them accessible for differently-abled students/persons. The construction of differently-abled student friendly toilets or up-gradation of some of the existing toilets to differently-abled friendly toilets is required. In order to make the library facility differently-abled student friendly, so as to enable them access the facility, modern facilities needs to be created in the library.

Monitoring mechanisms for maintenance - There are established systems and procedures for maintaining, monitoring and utilizing physical, academic and support facilities. Every year the university makes sufficient budgetary provision for the maintenance of its various physical, academic and support facilities and utilizes this grant for their maintenance. Repair and maintenance works related to electricity, electrical and solar energy appliances, water supply, sanitation and civil maintenance are carried out by the engineering division via e-tendering or on-call basis as per procedure. The equipment maintenance is undertaken by USIC and heads of various centres and departments by following the university norms. Maintenance of IT infrastructure is carried out under AMCs overseen by the Computer Centre Director via e-tendering. Sports facilities are maintained by the Directorate of Physical Education through AMC or on-call basis. Maintenance of horticulture facilities is outsourced by engaging required number of employees under the supervision of a horticulture expert and Estate Officer. Following required procedure, the estate officer provides 24x7 security services to safeguard all facilities with the help of required number of outsourced guards. University endeavours to ensure optimal utilization of its facilities by issuing guidelines. Facility-wise, daily log-books are maintained to monitor the utilization level. Scientific equipment in central laboratories, library and sports facilities are made available for the users of other institutions on nominal charges.

Infrastructure required for the scale-up envisaged including Land (considering local rules on permissible building limits, height allowed etc.; Building-Size in sq ft as well as type (classroom, hostels, residences, sports and facilities for other areas like art and craft etc.)

In most of the academic blocks of the university multiple departments are housed. Ten out of 25 departments are offering multiple PG programmes and in many departments especially in the Sciences, the student intake is increased by the addition of partially self-financing seats and special category of seats. Hence the class rooms and laboratories in most of the departments are highly crowded and some of the programmes may get higher demand in future days.

Therefore the construction of new academic blocks is required to shift the departments offering multiple programmes or the departments offering single programme to new blocks, so that the remaining space/infrastructure in the existing block could be spared for the departments remaining in that block. Construction of a new block for computer science, mathematics and computer centre with required number of class rooms, seminar halls and laboratories spare the space for the existing departments in the science and management blocks. Construction of additional floor in yogic science block will provide space for creation of new infrastructure for yogic science department.

A separate Sophisticated Instrumentation Centre, PURSE is there on the campus. But, its space is shared with physical education department. Also, the sophisticated instrumentation centre, utilized by all the research scholars within and outside the university and industries, requires more sophisticated and advanced equipment. Shifting physical education department from PURSE block by constructing a new academic block near 400 mts. track with required number of class rooms, sports laboratories and other physical infrastructure will allow the central instrumentation centre to utilize available space for its expansion.

The health centre of the University is running from a very old building that too with very limited working space. But considering the growth in number of students and staff on the campus this space and equipment are not enough. The health centre requires to add advanced sophisticated facilities and working space to take good care of the stakeholders of the University.

The Kaveri guest house is having only a few rooms to accommodate the guests and hence extension of this building by constructing guest rooms with adequate facilities is the need of the hour.

A small canteen is operated in the campus of the University, which is not sufficient for the students, hence canteen building needs expansion to provide sitting spaces for students' recreation. Construction of a convention hall and amphitheater is required for the cultural activities of the students.

Power, water and other utilities, specialised infrastructure like laboratories, studios etc. Sustainability elements like water conservation, use of solar power, local landscapes etc. Access for people with disabilities Maintenance plans - The University has its own power and water supply arrangements, which requires expansion and up-gradation. A few check dams are constructed for water harvesting. Additional check dams and a pond may be constructed for conserving water as there is ample scope for creation of such facilities on the campus.

The University has installed roof top solar panels on the terrace of some of the buildings and it will be extended to majority of the buildings to generate electricity or to heat water. The work of landscaping and green cover in front of every building could be done. The work of installation of biogas plants in hostels from the food waste to produce cooking gas will be considered on priority basis. Construction of vermicomposting units to produce compost from garden waste and the construction of units for rainwater harvesting from rooftop catchments in various buildings will be taken up. There is a need for the construction of waste water treatment/water recycling units for the waste water generated from hostels, guest houses, canteen etc. and hence water treatment plant and recycling system will be installed.

6.8 Accreditation and Quality Assurance

The University has methods in place to ensure accreditation and recognition of all academic offerings/programs - All academic programs are approved and recognized by the concerned University (BoS, Faculties, Academic Council and Syndicate) and State Government bodies. MSc Medical Physics was started with approval from AERB. MBA and earlier 3-year MCA Programmes were accredited by AICTE. MEd, BPed and MPed are recognized by NCTE. MSc Yogic Science is accredited by AYUSH, Govt. of India. Thus, the University has **a fair percentage of programmes with full accreditation of statutory authorities to measure performance indicators.**

The process for new program development involves various stakeholders, for instance the feedback from alumni, industry and subject experts give an idea of the latest trends in the field. On the basis of this, a course/programme is proposed by the BoS for approval by the concerned Faculty followed by Academic Council and Syndicate. New programmes/courses are based on need, scope and other salient features keeping in mind the employability and skill component for the student. For the new programmes, statutes are drafted and forwarded to the Govt. for approval. Initiation of the program will be on the basis of infrastructure availability, eligible faculty and student admissions.

Mechanisms followed to ensure adherence to the program strategy of the Institution include attainment of POs, PSOs, COs. Attainment is assessed by several bodies in the University such as Departmental Council, Boards of Studies, Deans of Faculties and Academic Council which ensure adherence to programme strategies by following guidelines provided by UGC, MHRD, NCTE, AYUSH, AICTE from time to time. Attainment matrix for each Course/Programme is prepared annually. The annual feedback questionnaire pertains to curriculum, the student's engagement with it, and focuses on programme parameters such as depth of course content, extent of coverage, materials provided, broader prospects, advanced domain-specific knowledge, skill development, including learning experience, outcomes and overall deliverables of each course. The course index of the programme is named as 'Course Impact'.

The feedback reports are analysed and department-wise Action Taken Reports (ATR) are taken, such that the feedback report pertaining to curriculum and various parameters of individual course contents are re-channeled into the curriculum towards improvement of academic content. The feedback analysis reports and ATRs are also placed in the Syndicate periodically and appropriate measures taken towards overall development of the institution.

Mechanisms for program review include program-level review which goes beyond individual course/curriculum review and includes a review from all perspectives – academic, student, placement, market potential at various levels - Feedback from students, faculty, alumni and employers is leveraged to prepare and provide a systematic review of the Program in light of teaching-learning outcomes, student placement, and student progression, add on/value added activities, skill development, co-curricular activities etc. Performance appraisal of each program based on achievement of POs, PSOs, COs is assessed by the BoS and actions taken are reviewed by the Syndicate. Student placement and market potential of the

programmes/course is assessed by the University Placement Cell (UEIGB).

The University has a process for systematically collecting and incorporating student and faculty feedback into reviews – Reviews based on student, faculty, employer and alumni feedback are prepared and placed in the bodies such as Departmental Council, BoS, Syndicate.

The University has a process for validation of assessment schemes practiced and the University ensures true assessments for learning. The analysis report, generated automatically online is based on online feedback collected from students and follows a UGC pattern of grade points A-D with weightage of 4-1 being ascribed and is therefore objective. The University channels the feedback to continuously recalibrate the syllabi and course contents based on relevance and desired learning outcomes. The BOS interacts with faculty to understand the stakeholders concerns, scrutinizes question papers and assesses performance each year in order to accordingly make curricular modifications. The feedback received is reviewed and modifications in syllabi done accordingly by the subject BoS, which include industrial experts, meritorious alumni and other subject-based experts. Opinions/suggestions given by alumni have helped to evolve strategies towards enabling students to become professionally-sound, socially-responsible and ethically-conscious. An active alumni association has led to several student-friendly initiatives on the campus. Faculty feedback has been used by the University to augment teacher's performance by making them ICT-enabled, by providing grants towards start-up research for young faculty, by facilitating and bearing expenses of a National/International Conference each year and providing 40% of the Project Overhead Grant for infrastructural development. Faculty rating has led to development of a clean, green and well laid out campus with security gates. Provision of wifi and good LAN facility has enabled faculty to access e-content across international databases for their research and teaching. The Vice Chancellor advises teachers, whose feedback has not been quite favourable, on a one-to-one basis. Those with good scores are complimented, with such appreciation resulting in increased motivation.

The University has a process for meticulous documenting which is critical to build an institutional memory of the processes as well - The University has its own Data Centre. A Data Officer has been appointed to collate the data in real time. The website is an online repository of data and documentation of the last 45 years of the University's existence. The Library also hosts records in hard copies of the University's history. The reports of annual student, teacher, alumni and employer feedbacks on various qualitative and quantitative measures are compiled into a Feedback Report with outcomes being shown as graphics for easier overview and stored in the University Data Centre. A copy of the report is also available on the University website.

The University has a strategy for the accreditation and ranking processes. The University has established a Internal Quality Assurance Cell which ensures quality in education and research. By submitting completed AQARs, reviewing SWOCs and establishing certain targets for the various metrics and conscientizing stakeholders, the University participates in NAAC and various other rankings such as NIRF, QS Asia University Rankings, UI Green-metric, Times Higher Education (THE) Impact Rankings and India Today, where our University stands among the top Universities of the State.

The University has a stage-wise mechanism for granting graded autonomy to colleges

through a transparent system of graded accreditation. All colleges currently affiliated to Mangalore University shall attain the required benchmarks over time to secure the prescribed accreditation benchmarks and eventually become autonomous degree-granting colleges. There are already 8 autonomous colleges – School of Social Work Roshni Nilaya, SDM College, St Agnes College, St Ann’s College of Education, Vivekananda College, St Philomena’s College, MGM College and Alva’s College. As more affiliated colleges get accredited by NAAC, the University proposes that they go for autonomy status. There are more than 154 affiliated colleges, which are assessed on annual basis, with several of them being permanently affiliated. The University has a College Development Council to guide the colleges in this regard.

Mangalore University is already autonomous and affiliating University. It aims through this IDP to attain the highest level of accreditation over the next 10 years, and thereby help colleges to function as self-governing, degree-granting institutions/clusters. It is proposed to develop a strategic plan of short term (6 months), intermediate-term (1 year), and long-term (2 years) duration on the basis of status vis-a-viz benchmarks of NAAC and implement the same for the present cycle of accreditation. Department/Unit wise timelines to be set for actions to be taken based on individual SWOC analysis and timely ATR to be obtained. Quality measures towards enhancing teaching-learning outcomes and infrastructure, research outputs, student placement and progression and holistic development of all stakeholders to be proposed and implemented.

Thus the outcomes will focus on strengthening the standardized framework for accreditation of the University, enhancement of program development strategy with stakeholder inputs, **strengthening of** regular reviews of programs, curriculum and accreditation parameters, and improved development of process for institutional memory

Immediate Future Plans:

1. Timely submission of AQARs.
2. Conduct and follow-up of Academic and Administrative Audit.
3. Participation in NIRF, UI GreenMetric, QS, India Today and other Rankings.
4. Conduct of Capacity-building Workshops on Revised Accreditation Framework of NAAC and SMART (Specific, Measurable, Achievable, Realistic, Time Specific) targets for Chairpersons/Coordinators/ Directors. Conduct of workshop on e-content development for faculty.
5. Development of improved software for collection of online Feedback from stakeholders of the University such as: Faculty, Alumni and Employers.
6. Upgradation of IQAC infrastructure.
7. Drafting and approval of Green Policy, Social Welfare Policy.

Long Term Plans:

1. Development of Management Information System (MIS)/Enterprise Resource Planning (ERP) and Learning Management System (LMS), DBMS in the University.

2. Initiatives towards mainstreaming Sustainable Development Goals (SDGs).
3. Constitution of Schools to encourage the departments for Interdisciplinary/ Inter departmental research projects/infrastructure augmentation through FIST, SAP, VGST - CISEE, CPEPA, etc.
4. To identify the best practices of the Departments and to spread it across the faculty.
5. Collaborative initiatives towards quality enhancement to be undertaken with neighbouring universities/institutes/industries/organizations
6. Drafting and approval of policy for Waste Management (e- Waste, Bio-medical, Chemical Waste, Civil waste).
7. To identify and work towards implementing best practices for overall development of all stakeholders in the institution.

6.9 Collaboration/ partnering with knowledge and skill hubs/ Institutional partnership

Several Faculty have taken part in **Faculty exchange** programmes with Universities in the Commonwealth under Commonwealth Fellowship Programme. Other Faculty have carried out post-doctoral research in international and national institutes. Under the MHRD-GIAN programmes, since their inception in 2014, several foreign faculty have visited Mangalore University to conduct the GIAN Programmes. Several meritorious academicians have been selected as Adjunct Professors, few of them from foreign universities. Many of the MoUs envisage faculty exchange between collaborating institutions.

The International Student Centre provides guidance for **student exchange** especially to the students from other countries. Before they take admission, they are guided on the programmes for which they are eligible, and after admission, about the hostel facility, library, etc. Currently, 134 students are pursuing their studies: 15 in UG, 35 in PG and 84 in Ph.D programmes. It complies with the regulations of the Government of India including registration, renewal of registration, renewal of passport, VISA, etc., and works in accordance with the ICCR, Govt. of India guidelines.

Institutional collaborations have been initiated both at local, national and international levels. Some of our ongoing MoUs with research collaborations are as below:

1. Father Muller Homoeopathic Medical College, Mangalore
2. Wonkwang Digital University, Iksan City, Korea
3. Cardiff Metropolitan University, Wales, U.K
4. Manipal Academy of Higher Education (MAHE), Manipal
5. Nitte Institute of Physiotherapy, Deralakatte
6. Laxmi Memorial College of Physiotherapy, Mangalore
7. Manipal Academy of Higher Education, Manipal

8. Faculty of Science, Lund University, Sweden
9. Indian Council for Cultural Relations (ICCR)
10. Indian Institute of science, Bangalore
11. Yenepoya Deemed to be University
12. Institute of Contemporary Studies, Bangalore (ICSB)
13. University of Agder, Grimstad, Norway
14. Sharada Yoga and Naturopathy Medical College Hospital & Research Centre, Thalapady
15. Mangalore Institute of Oncology(MIO), Mangalore
16. A J Hospital & Research Center, Mangalore
17. Yenepoya Deemed to be University
18. Wayne State University, Detroit
19. University of Warsaw, Poland
20. Karnataka Government Research Centre of Sahyadri college of Engineering and Management, Adyar
21. Julius Maximilian University of Wurzburg, Germany
22. Kanachur Institute of Medical Sciences
23. ICAR-Central Marine Fisheries Research Institute(CMFRI)
24. Yenepoya (Deemed to be University), Deralakatte, Mangalore
25. P A First Grade College, Nadupadavu & University College, Mangalore
26. National Institute of Radiological Sciences, National Institutes for Quantum and Radiological Science and Technology, Anagawa, Inage-ku, Chiba-shi, Chiba 263-8555, Japan
27. International Atomic Energy Agency(IAEA), Austria
28. Bridgewater State University (BSU), Bridgewater, Massachusetts, USA

Departmental collaborations include multidisciplinary, interdisciplinary research work leading to joint publications, applying for grant proposals in multi-disciplinary, interdisciplinary areas and institution of School concepts in Biological sciences, Physical Sciences, Chemical Sciences and Social Sciences.

Institutional partnerships exist for academic collaborations either under the banner of an MoU or on an individual basis. Students are facilitated fieldwork and research opportunities by recognized Research Centres, affiliated colleges, local NGOs etc. For placements, the UEIGB contacts companies for campus placement. Companies such as Syngene, Syngenta, Optum come regularly for campus placement. Several alumni are placed in companies and recommend the University for placement activities.

Prioritized plan for building these partnerships over a period of time include the further development of existing and new partnerships for student and faculty exchange, collaborative programmes, collaborative research and partnerships to meet the 17 SDGs. The University will

focus locally with global outreach to bring local research to the wider global audience while also carrying out cutting-edge research in frontier areas relevant globally. It is proposed to also enter into MoUs for Skill Development of students and campus placement.

Collaborative efforts with NGOs include socially-relevant programmes conducted by Study Centres/Endowment Chairs and Departments from time to time. Further, students from some Departments engage in socially useful productive work in terms of Project Work at various local and regional NGOs. More enduring partnerships can be entered into with NGOs for the all round development of students.

Towards **Knowledge partnership with innovation centres**, an MoU has been entered into with Infosys for student and faculty training on new age technologies through their Springboard platform. Innovation/Incubation Centre is set up in collaboration with IBM.

Industry partnerships are geared towards consultancy provided through Faculty expertise. Industries also utilize the services rendered by CARER, CARRT, PURSE and NMR for analysis of their samples. Some of the ongoing MoUs with industries are listed below:

1. Ross Lifescience Limited, Pune
2. CADMAXX Solutions Pvt Ltd. Bangalore
3. BReT Solutions Private Limited (BreTS), Manipal Centre, 47, Dickenson Road, Bengaluru
4. Infosys Ltd., Mysuru

Incubation Centre is developed by the University in collaboration with IBM. It is well equipped and aims at training the students of other Departments in developing ideas for start-ups. It is conducting a few programmes for the benefit of stakeholders in the areas of cyber security, SPSS, artificial intelligence, data analytics, business analytics, IoT, etc., with the support of Industry. It needs to go for start-ups and enable start-up culture in the University.

6.10 Creating brand image of the Institution

Given the competitive landscape in the higher education setting, Mangalore University has adopted strategies towards creating a positive brand image. The strategies towards conceptualizing a university brand image are based on its heritage, locational advantage, advanced facilities for learning, service quality and trustworthiness and student satisfaction.

Innovative practices adopted to build the institutional brand image to improve student **admissions** include awareness program/lectures on the PG programmes in UG colleges, release of video shorts of the Departments, brochures of the PG programmes, short snippets by Hon'ble Vice Chancellor and Registrar regarding the University.

International Students are facilitated by the International Student Centre which works in association with the ICCR and liaisons with the Departments to create opportunities for UG, PG and PhD students to enrol. Alumni, who are our ambassadors pass the word among their compatriots regarding the University. The Centre provides guidance on the programmes for which they are eligible, and after admission, about the hostel facility, library, etc. Currently, 134 students are pursuing their studies: 15 in UG, 35 in PG and 84 in Ph.D programmes.

The Directorate of Physical Education was established in 1980 to cater to the Physical Education and sports activities. The Directorate conducts a number of inter-collegiate, inter-university programs, coaching camps, campus sports etc. In all, we conduct 51 inter-collegiate sports programs every year. Out of which, 25 events are conducted for men and 26 events are conducted for women including rural women's sports and Folk and traditional games. Cash prizes are given to the students who create new record in the Inter-Collegiate tournaments and thereby encourage the sports persons.

To promote the traditional and folk games within the Mangalore University jurisdiction, we organize inter-collegiate competitions especially for the rural women. We conduct sports for the differently abled students so as to instil confidence in them and also to persuade them to take up physical fitness activities.

During Inter-Collegiate competitions, players are selected for the inter-university competitions and they will be trained for 10 to 21 days under the able guidance of experts before sending the team to inter-university competitions. University representatives will get TA/ DA right from the first day of the camp till the end of inter-university competitions and department provides uniform & track suit to the players.

With an aim to inculcate sports culture among students right from the school level, recently we have started summer coaching camp in Dakshina Kannada, Udupi and Kodagu districts for the school and college students.

Incentives - Our Directorate has been inspiring, encouraging and guiding the sports persons in different way for their accomplishment in the field of sports.

Facilities - At the same time, we have established various sports facilities to the requirement of our sports persons to reach their goal in the field of sports.

- Physiological data acquisition system, wireless EMG system, and Exercise Physiology systems are few of the best facilities available in our Department for the sports persons to enlighten themselves about their psychological and physiological conditions and to take up research activities.
- We have a 400 Mts. standard track, Football, Hockey, Cricket fields, Kho-Kho, Kabaddi, Basketball, Tennis, Handball and other play grounds to meet the needs of our University sports persons.
- We also have Indoor Sports Complex in par with the International Standard Fitness Centre.
- Air conditioned hall is also available to conduct conference/ workshop/ meetings and for Table Tennis, Wrestling, gymnastics and other sports activities.
- We have formulated a sports policy to our University. We are happy to mention that our university is the first University to have sports policy in Karnataka.

With planned programs and facilities available till date, we were able produce Olympians, World champions, Arjuna awardees, Ekalavya awardees, Karnataka Kreedarathna awardees so on. Currently, as per AIU Sports Board, Mangalore University stands in the 6th position

in sports performance among more than 800 Universities in India and first position in South India. In the recently concluded Khelo India University games 2020, our University secured overall 5th position in India and First position in South India.

Sports have always been an integral part of Mangalore University program and an important aspect of the system such that we can proudly say that Our University has a rich sports heritage and has resulted in bringing glory to our University at the National as well as in the international level. Each program offered by the Department of Physical Education is carefully structured and we ensure that the sports programs of our University facilitate to promote India to a healthy and fit nation.

Centre of Excellence - The University has established the Centre for Advanced Scientific Research at Belapu, Udupi District to fulfil the aspirations of the people of this region and when it comes to its full shape this would be a state-of-the-art research centre. In the Mangalgangothri campus, there are 4 internationally recognized research centres of excellence: (i) Microtron Centre, (ii) Center for Application of Radiation and Radioisotope Technology (CARRT), (iii) Centre for Advanced Research in Environmental Radioactivity (CARER), and (iv) Ocean and Atmospheric Science and Technology Cell (OASTC). These centres have collaborations with about 100 institutions in India and abroad and they are supporting industries from all over the country through consultancy programmes.

Study Centres/Museums: A magnificent Yaskhagana Museum has been established to showcase the traditional theatre of Dakshina Kannada, Udupi, Uttara Kannada, Shimoga and western parts of Chikmagalur districts and to train the young generation in this magnificent form of art. The facilities available in these centres and their strengths are abundantly highlighted in the university web portal and social media to enhance the brand image.

Library: The University Library has an extensive collection of over 2 Lakh books and 293 journals required for teaching and research. It is also connected with UGC-Infonet for e-resources and the facilities are extended for the public as well and helped in developing a healthy interaction with the community of the region.

The University is now planning to establish the Innovation and Start-ups Facilitation Centre to serve as catalyst for innovations, in tune with Govt. schemes.

Multi-disciplinary approaches followed to build and nurture an effective brand image include: The University maintains a close liaison with the public of the coastal region and Kodagu through meaningful programmes, extension activities, Endowment Chairs, Study Centers and University-Industry interaction. Mangalore University received the Indira Gandhi National Service Scheme Best University Award 2013-14 from the President of India. The University has produced great players, athletes, Olympians, Asian Games Medalists, Ekalavya, Arujna and Khel Ratna awardees. In addition to this, the University has introduced sports scholarships for talented sports persons.

The university has created a conducive environment for interdisciplinary learning and advanced research, addressing global and regional challenges and needs of the higher learning system. It has a vision to build additional infrastructures befitting a world-class University and provide access and support to talented students from all sections of society.

The University envisions developing a robust platform for students, researchers, and teachers to pursue their academic goals and careers in a beneficial ambience. The University will establish Schools of Studies consisting of allied departments to optimize faculty and financial resources to carry out inter-disciplinary teaching and research. A strategic plan would be developed to catalyze immediate growth and to strengthen those departments, which have made significant achievements, and simultaneously take up phase-wise development of other departments. The University is planning to establish a Center of Research in Genomics and Biodiversity Conversation (CRGBC) with faculty resources from the departments of Applied Zoology, Applied Botany, and Bioscience. The existing research centres will be taken to the next level of research, thus improving their visibility at national and international levels. All the departments will be supported with additional infrastructure, faculty, and research grants.

A fully automated University Administration System including students, faculty, and examination portals will be established. The University will make every effort to foster more international and national collaboration for research and attract students from both developed and developing countries. Towards that goal, the University is building international students hostels and visiting faculty hostels to attract the brightest students and scholars. The constituent colleges will be strengthened with infrastructure, faculty, and the introduction of new courses of local and regional relevance. The university has already introduced an innovative and comprehensive sports policy, the first university to do so in the state of Karnataka, and it will pursue to develop champions at both national and international levels through the operation of this policy. These initiatives are expected to enhance the brand image of the University.

Steps taken by Mangalore University for building brand image

University is developing strategies to build brand image through

- ☐ Social media
- ☐ User-generated posts
- ☐ Branding
- ☐ Student-focused marketing
- ☐ Video marketing – such as YouTube, etc.
- ☐ Search Engine Optimisation (SEO)
- ☐ Data-based marketing – widely publishing the strengths
- ☐ Class enrollment promotions
- ☐ Diversity marketing
- ☐ Visual data marketing
- ☐ Paid traffic –ads on Instagram, Facebook, Google home page, etc.
- ☐ Webinars
- ☐ Downloadable guides
- ☐ Email marketing

6.11 Research and Development

Identification of thrust areas for research work including any one specific domain, student research projects, or interdisciplinary projects

Mangalore University has identified many thrust areas which can be grouped into the main streams institutional and department-wise ones: The mainstream of the thrust areas of research are pertaining to the nuclear and chemical aspects in different disciplines of physical, chemical, biological, environmental and medical (including human) inter-disciplinary aspects. Nevertheless, Faculty-wise including different departments of the university have identified their fields of thrust areas which fall under the umbrella of contemporary regional/global thrust areas of the research. The major thrust areas have been outlined above which are related to nuclear physical and chemical disciplines. In addition, each department has academic freedom to carryout research. Post-Doctoral, PhD and MSc students not only from our university, but also from different institutions/universities are carrying out interdisciplinary research about their projects, dissertations and theses. The Physical, Chemical, Biological, and Social Sciences are the fields in which the University has been actively conducting research and development projects. Mangalore University favours an integrative approach and has strong research foundations in fundamental fields. The university is dedicated to carrying out its multidisciplinary research projects using appropriate industry partnerships on state-of-the-art technology in order to methodically address socially significant topics. Additionally, these activities will be carried out by students as part of their research projects, or project works, and will involve the community through creative ways that promote entrepreneurship. These events will all be carried out in accordance with the goals, priorities, and vision of the organization.

Facilities and incentives provided to faculty members to manage the research work after procuring funding

Major facilities which are also open to national and international researchers established are:

- **Microtron Centre** established the support of the Department of Atomic Energy (DAE), Govt. of India.
- **Centre for Advanced Research in Environmental Radioactivity (CARER)** established through funding from the Board for Research in Nuclear Sciences (BRNS), Bhabha Atomic Research Centre (BARC), and the Nuclear Power Corporation of India (NPCIL).
- **Centre for Application of Radiation and Radioisotope Technologies (CARRT)**, established through funding from BRNS.
- **Promotion of University Research and Scientific Excellence (PURSE)** through funding from The Department of Science and Technology, Govt of India.
- **University Science Instrumentation Centre (USIC)** with the support of the University Grants Commission, New Delhi.
- **Computer Centre, Library and Incubation Centre.**
- **Sports Facilities** strengthened to train sports persons to compete at inter-university, national and international levels.

All these thrust areas are particularly related to the faculty-wise and discipline-wise of contemporary areas research. Faculty members are encouraged to utilize the research facilities established at different centres to provide good ambience for research and development. Faculty members are encouraged to apply for funding from different organizations, initiate consultancy work, participation in seminars, symposia and conferences. In addition, seed grant is given to the young researchers.

The facilities and incentives provided to faculty members to manage research work vary depending on the nature of the research and available resources. The university permits the researcher to access state-of-the-art laboratories of the university, equipment and other facilities primarily required to the work. The University may provide minor / matching grants for effective implementation of the research projects. Administrative assistance to help the faculty members to manage proposal preparation, budget management, compliance with regulatory requirements and project management will be extended. In addition to these, the University will facilitate collaborations with other institutions / industry to enhance the impact and scope of the research projects. Professional development programs like workshops, seminars and training programs on topics relevant to the research project would be encouraged to be organized under the research work. The University will provide assistance with intellectual property management, patenting, and commercialization of research findings. This support can help faculty members protect their inventions and explore opportunities for technology transfer and commercialization.

Further, the University will motivate the researchers through possible recognitions for their achievements in the field of research and development. It will also implement some flexibilities in the work schedule in balancing their research responsibilities with other professional and personal commitments.

Growth measured in research and development through participation and contributions to conferences, Seminars, Symposium and Workshops - The university has noticed a remarkable growth in terms of research contributions in the journals, seminar and conference proceedings. All these have been mentioned in the AQAR and NAAC reports. The University often measures the growth in research and development through various metrics including participation and contributions in seminars, conferences, symposia and workshops. These events serve as important platforms for researchers to disseminate their findings, exchange ideas with peers, and stay abreast of the latest developments in their field. This aspect will also cover evaluation of the quality and significance of contributions in those events especially to possible networking and collaboration.

Plans for the dissemination of research internally and externally - Disseminating research deliverables both internally and outside is planned because it is essential to ensuring that project outputs are seen by key stakeholders and have a significant impact. The University periodically organizes lectures, research group meetings where interested faculty members, researchers and students can participate. This fosters an environment of intellectual exchange and provides opportunities for feedback and collaboration. University publishes general aspects of research outcome in its official website / newsletters / annual reports and detailed internal reports are published through its own publication house “Prasaranga”. All these publications keep

stakeholders of the University informed about the ongoing research programs and outcomes.

In order to reach a wider audience of peers and facilitate the establishment of research collaborations and appropriate feedback, the research outcomes are presented at academic conferences and seminars. In addition to this, with potential institutional assistance, the research findings are urged to be published in reputable refereed journals on a national and international level.

The University also helps the researchers to get engaged in public outreach activities (through proper channel) such as public lectures, science festivals, and media interviews to communicate research findings to the general public. This is also one way of encouraging the researcher to have a proper collaboration / partnership with concerned industries to translate the findings into practical applications / policy recommendations.

The organization advises researchers to save their discoveries in publicly accessible repositories in order to optimize their work's worldwide visibility and influence. This will improve the content's accessibility to a wider range of users and foster innovation, knowledge growth, and positive social impact.

The University has a University Publication Centre/wing called Prasaraṅga not only to disseminate research findings, but also to develop local and regional languages, folklore, art, and culture.

Incentives for research papers in local journals - Mangalore University acknowledges the scholars' contributions on various academic forums and motivates them to pursue further in-depth study and research projects. For young faculty, seed funding is provided to enable full-scale research operations to continue. Support for infrastructural facilities is extended to all. These scholars participate in community interactions related to their study area as well, thanks to the university. The University has its own publication house through which it publishes all these socially relevant research findings in order to reach the un-reachable. This will make them to publish both in local as well as global research journals. Best Teacher awards are given each year on Teacher's Day.

Plans for specialization in some specific domains (such as climate change, science education etc.) and capabilities required:

Every institution has a special bent up mind in one or the other stream of research. This depends on the experience and expertise available in the institution and makes the institution a prime contributor to a particular field of research.

A specific research stream depending on the strength, resources and strategic goals of the University needs to be identified. A proper training and professionally development opportunities are to be created to the existing staff along with extension of minimum infrastructure to attain a certain level in research activities.

A systematic encouragement for partnerships and collaborations with other institutions, industry partners, government agencies, and non-profit organizations working in the chosen domains can definitely boost the level of research. All these activities attract a supporting research grant and supporting funds for outreach programs to disseminate the research findings and a goal oriented

advisory board to re-track the researchers in case of any deviations to achieve the objectives.

Some departments, for instance, Department of Marine Geology and Computer Science have specialization in the fields of weather, climate and the past-climate. Researchers from these departments have plans to establish a Centre to further strengthen interdisciplinary research.

Specific orientation for research may be **India-focused, here-and-now problem-solving focused etc.** and demands couple of mandatory requirements such as dedicated research facilities and financial support to maintain the phase of the research. Apart from these, focusing on specific research depends on vision, mission, resources and the needs of the stakeholders.

Focusing research activities, especially on India focused topics, will be beneficial to the society as it will address challenges and opportunities specific to India. This aspect will have topics such as public health, education, agriculture, sustainable development, etc.

An India focused research studies in global perspective can be beneficial as it would be covering the global problems and their implications to India or vice versa. An interdisciplinary approach to these aspects involves integrating insights and methods from multiple disciplines to address complex problems. The research program can be on a long term exploratory research aimed at breakthrough discoveries and innovations that may have profound impacts in the days to come.

Alternatively, focusing on here-and-now problem solving research can address immediate pressing problems facing the society. This will have immediate impact of the research findings

Plans for specific research centres built for addressing specific areas with collaborations, members from outside the institution etc:

Utilizing specialized research centres can be a useful tactic to concentrate knowledge and funds on particular fields of study. Through creative methods, the University can serve as a hub for collaborative interdisciplinary research activity. In order to methodically handle the prevailing complexities of society, study areas related to social problems might be identified. Predictive modeling can be undertaken and successfully applied in a variety of sectors, including health care, finance, transportation, and urban planning, by utilizing the most recent research techniques, such as data science and AI.

In order to make evidence-based policy decisions, a social science research center can constantly look at issues including community development, education, social inequality, public policy, and governance. Similar to this, organizations focused on business, cultural heritage, and other societal issues can also contribute more effectively to the nation's overall development. These centers may be able to bring in outside participants with experience and knowledge in related fields of study, allowing their contributions to be efficiently directed toward improving society's general standard of living.

Apart from these any specific center can be established based on strength of the university and priorities. Details related to these are given in the beginning of Research and Development. Not only from universities, but also from national and international universities and institutions collaborating with the research centres.

Publishing house to promote research - Since we are in the modern internet era/regime, it is not necessary for publication of high quality research findings as there are a number of

progressive and high impact publications. Nevertheless, we already have the University Publication Centre - Prasara which is designated to disseminate study information/research findings concerned to local and regional languages, folklore, art, and culture.

Thus, Mangalore University has taken a deliberate approach to increase the impact and visibility of its social sciences/humanities research discoveries through its publication wing/Prasara. Publication by university's own publication house can make the research activities reach the wider audience including academicians, policy makers, professionals in industries and general public. Prasara helps the university to get into revenue generation through book sales. This makes the Prasara to run by its own resources without having any financial dependency on the university.

Emphasis given to publications in national/international journals - Absolute emphasis shall be given to publish in high impact factor journals to bring it to the notice of the global community. The importance placed on national and international journal articles varies depending on a number of variables, such as the nature of the research and academic priorities. If the research work aims to address local or national challenges, then publications in national journals may be given more emphasis. Alternatively, contribution to global knowledge and innovation, requires publications in international journals.

Apart from the quality of and wider reachability of the articles (broader readership), the journal publications should help the researchers for their career advancement schemes. The researchers should be encouraged to publish research articles in high impact factor journals typically more valued in academic circles. Some of the journals are content specific and attract only the research articles earmarked in their theme areas. These journals may provide better platform for engaging in focused research aspects.

In general, international publications are given more importance but university should also consider the relevance of the research to the local context by encouraging national / local journal publications.

Specific institutional collaborations/partnerships required in specific areas - Ongoing MoUs:

1. Father Muller Homoeopathic Medical College, Mangalore
2. Ross Life science Limited, Pune
3. Wonkwang Digital University, Iksan City, Korea
4. Cardiff Metropolitan University, Wales, U.K
5. Manipal Academy of Higher Education (MAHE), Manipal
6. Nitte Institute of Physiotherapy, Deralakatte
7. Laxmi Memorial College of Physiotherapy, Mangalore
8. Manipal Academy of Higher Education, Manipal
9. Faculty of Science, Lund University, Sweden
10. Indian Council for Cultural Relations (ICCR)
11. Indian Institute of science, Bangalore
12. Yenepoya Deemed to be University
13. Institute of Contemporary Studies, Bangalore (ICSB)

14. University of Agder, Grimstad, Norway
15. Sharada Yoga and Naturopathy Medical College and Hospital & Research Centre, Devinagara, Thalapady
16. CADMAXX Solutions Pvt Ltd. Bangalore
17. Mangalore Institute of Oncology(MIO), Mangalore
18. A J Hospital & Research Center, Mangalore
19. BReT Solutions Private Limited (BreTS), Manipal Centre, 47, Dickenson Road, Bengaluru
20. Infosys
21. Yenepoya Deemed to be University
22. Wayne State University, Detroit
23. University of Warsaw, Poland
24. International Atomic Energy Agency(IAEA), Austria
25. Karnataka Government Research Centre of Sahyadri college of Engineering and Management, Adyar
26. Julius Maximilian University of Wurzburg, Germany
27. Kanachur Institute of Medical Sciences
28. ICAR-Central Marine Fisheries Research Institute(CMFRI)
29. Yenepoya (Deemed to be University), Deralakatte, Mangalore
30. P A First Grade College, Nadupadavu & University College, Mangalore
31. National Institute of Radiological Sciences, National Institutes for Quantum and Radiological Science and Technology, Anagawa, Inage-ku, Chiba-shi, Chiba 263-8555, Japan
32. Bridgewater State University (BSU), Bridgewater, Massachusetts, USA

The particular institutional collaboration can be advantageous for a number of research fields. The university can collaborate with the institutions that are extending services to general public in various fields such general medicine, health care aspects, urban developments, population related problems, government agencies, NGOs, etc. These collaboration will flourish as the researchers would get the data from the actual stakeholders of the facilities of such institutions. This kind of programs can be started by involving industry partners, startups, incubators with an aim to commercialization of research findings. It is required for all faculties and departments to strengthen research.

Plans to integrate faculty research into teaching, collaboration with other research organizations, approaches for R & D consultancy, impact of research, Scopus indexed research status of the publications:

The Scopus indexed research status of the publications of the university is 90. The number of patents (both Indian and US) is currently 12.

Many of our faculty members are engaged in collaborative research work with other research institutions. Some centres, for instance, CARER, CARRT, USIC and Departments of Marine Geology, Chemistry, Biosciences, Physics etc., have carried out consultancy research work. These efforts made possible to publish research papers in high impact factor journals.

It is urged of all faculty members to include their research findings, techniques, and case studies in curriculums and instructional materials. As a result, students are encouraged to conduct research for their studies and are more equipped to comprehend the value and practical uses of research. Students are exposed to cutting edge research, which improves their educational experience.

The university has collaborative programs with industries, academic institutions, government agencies and non-profit organization to enhance research capabilities and address complex challenges. These collaborations can lead to joint research publications, research projects, knowledge exchange and access to new resources and expertise.

Research consultancy approaches are present in the university especially to private companies and government agencies to help solve specific problems or develop new products/technologies. The university extends consultancy services as part of their research activities, generating revenue and contributing to the university research reputation and its impact.

Research papers, their citations, patents, and contributions to practice and policy are used to measure the impact of the study. The impact factor of the journal in which a research paper is published is another metric used to evaluate the calibre of research articles.

Internship opportunities - There are many internship opportunities in major centres and some departments offering internship programs related to post-graduate dissertation. Students and researchers can apply for internships at the university. Through this program, participants will gain important practical experience, be exposed to research projects and programs, and have the chance to collaborate with faculty members and senior researchers on cutting edge research initiatives. In addition, it offers a platform for career exploration, professional network building, and hands-on experience. In order for students to experience and comprehend the atmosphere of the companies, the university also sends them there to finish their project work as eligibility criteria for completion of PG degrees. Rather than offering internships on campus, the university assigns students to various top research centers across the nation as well as well-known businesses that are eager to mentor and hire recent postgraduates.

6.12 Social outreach activities

Social outreach activities - Since its inception, Mangalore University has been engaged in innovative social outreach programs to cater to the fundamental requirements of both society as well as its different stakeholders. The Vision document of the University highlights the fact that we are into social extension as our commitment. It has been the primary motto of the university to GIVE BACK TO THE SOCIETY. It is more than four decades that University has made a policy decision to engage itself in the social extension programs.

However, with the well-established Humanities Departments the policy of social outreach is fulfilled satisfactorily. The Department of Yoga and human consciousness of the University in association with other departments has been arranging lectures, demonstration, practical classes, and seminars of both national and international levels and collaboration with our constituent colleges. Through yoga the university has built a strong bond with people who consult the University for Health Related Issues. Indeed, practicing Yoga and spreading the

importance of yoga are one of the primary outreach programs of the University.

Street plays with the social themes are another major programs the university was engaged with since from the beginning. Students are being roped to demonstrate their creativity and spread the message of coexistence through enacting street plays. Besides, there are time tabled cultural programs to both showcase the talents as well as learn to be event managers. Recreation activities also include the picnics and tour programs. However, the DSW is entrusted with the responsibility of taking care of all the recreational activities of the defined academic year.

Mangalore University has been in the forefront in training students in terms of national integration and community development. The NSS unit works round the clock to take care of the social and cultural relationship of the students on one hand and the other the health and hygiene of the campus. The most applauded program conducted regularly by the unit has been the Blood Donation camps. The University has MOUs with the nearby Hospitals to manage the Blood donation camps and helping the needy. The unit has also been engaging in supporting the villages and families during the time of natural calamities.

The outreach program per se are based on one-to-one connection. Thus, till this date, the faculty and students have engaged themselves to take the basic social, cultural and constitutional values to the needy personally. Indeed the University has evolved a road map to prepare YouTube short videos, slides on the government programs and new policies, poster campaigns and spreading the information on social media platforms. The website of Mangalore University will have a dedicated space to spread the information on the fundamentals of day to day information. The life science Departments will have a separate dedicated space to share the tips to the people engaged in agricultural and fishing activities. The Marine Geology department will highlight the relevant information on the water and soil quality regularly. The website will have an interactive page to interact with the experts on the campus.

The university has the vertical list which is addressed on the priority scale. For instance, the university has adopted nearby primary schools where the university extend the staff support as well as the infrastructure. It also has on the board the women empowerment programs, training the newly elected Panchayat members, and orienting the newly appointed teachers in respective subjects with the curriculum, several departments have undertaken the project works at the ground level which helps in a big way to make policies.

Along with the above, the university has 25 study centers, all of them have been thoroughly engaged in building relationship between university and society.

List of Study Centres / Endowment Chairs

UGC sponsored Study Centres:

1. Centre for Social Exclusion & Inclusive Policy (CSEIP)
2. UGC Centre for Women's Studies

Govt. of Karnataka sponsored Centres:

3. Dr. B. R. Ambedkar Study Centre
4. Dr. K. Shivarama Karantha Peetha

5. Kanakadasa Research Centre
6. Kodava Samskritika Adhyayana Peetha
7. Sri. Ambigara Chowdaiah Adhyayana Peetha
8. Mahakavi Rathnakaravarni Adhyayana Peetha
9. Brahmashri Narayana Guru Adhyayana Peetha
10. Konkani Adhyayana Peetha
11. Nehru Chinthana Kendra
12. Rani Abbakka Adhyayana Peetha
13. Beary Adhyayana Peetha
14. Arebhashe Samshodhana Kendra
15. Kunda Kannada Adhyayana Peetha

Bank Chairs

16. Bank of Baroda Peetha
17. Union Bank Peetha
18. Canara Bank Peetha

Philanthropists/NGOs instituted Chairs

19. Dharma Nidhi Yoga Peetha
20. Dr. P. Dayananda Pai & Sri. P. Sathish Pai Yakshagana Adhyayana Kendra
21. Sri. Dharmasthala Manjunatheswara Tulu Peetha
22. Mangalore Diocesan Chair in Christianity
23. N. G. Pavanje Chair in Fine Arts
24. Ayurveda Bhushana M. V. Shastri Memorial Chair
25. Swamy Vivekananda Adhyayana Kendra

The BOS of various departments have incorporated the local issues concerning the culture and economic pursuits of the people into their syllabus. This has helped students from other states and countries to understand the local socio-cultural bases better. Over the years the enrolment of the foreign students has been increasing at different levels-Graduation, Post-graduation and Doctoral studies. The university has taken care and supported them in providing them quality residential accommodation and have extended them the required moral and logistic support round the clock. The students are being exposed to the Indian heritage, music, Indian languages, and the science and technology that existed in the past to create academic interest in them. The priority of the university has been to reach to the global standard through teaching, research as well as outreach programs.

While designing the outreach programs for various stakeholders the university has taken care and will be taking care to address both local as well as international requirements.

Social outreach activities such as yoga, recreation, sports, NCC, NSS etc. - Departments such as Human Consciousness and Yogic Sciences, and Physical Education and Sports conduct programmes related to graduate and post- graduate courses, PhD, recreational, value-added and certificate courses. Some of these are open to general public.

Village adoption: Mangalore University has adopted neighboring villages and puts sincere efforts to make the presence of Mangalore University as an institute of creating goodwill to the locality. Public toilets are constructed, bus shelters are maintained and cleanliness drives are a regular feature. ‘Vatsalya Nidhi’ a place to share and care with the less fortunate is a unique practice of the University

School adoption: Ten government schools are adopted by the University and regular outreach programs are held. Many physical items like furniture, computers and lab equipments are provided to the schools on regular basis. Academic programs are conducted and school children are encouraged to visit the university. Competitions are held for the school children and free academic sessions are conducted for staff and students of the adopted schools.

Visit to ashrams and old age homes: University students from all streams do visit the old age homes and give a tender touch and warmth to the inmates. Clothes and other items are donated by them to these ashrams.

Talks by faculty members in educational institutions: Many faculty members visit educational institutes and give sessions and informative talks to encourage young minds.

Talks by faculty in social organizations - Lions, Rotary: Faculty at the University are active in NGOs and service oriented organizations like Lions International and Rotary International.

Participation and conduct of job fairs: Job fairs are conducted by the university as well as students are encouraged to participate in neighboring institutes in job fairs conducted by them.

Participation in Confederation of Indian Industries-CII as a registered participant: Mangalore University is the member in the CII and representation is done by the faculty during their meetings. It is a platform to get closer to the industry and is a gateway for students to get into projects, internships and eventually jobs.

Active involvement in the Kanara Chamber of Commerce: There is an active involvement in the Kanara Chamber of Commerce activities by the Management and Commerce students and staffs.

Hosting school children in campus and giving a campus tour of Mangalore University: The university has an open door policy to welcome all the guests as well as school children who wish to explore the university.

Participation of Faculty and students in workshops: Faculty and students participate in workshops and other academic programs and are keen learners in their fields.

Offering Yoga camps: The prime connector to the society is the yogic science department and programs of yoga- both short and long term are offered.

Providing the sports grounds to neighboring schools, colleges and institutions: The sports facility is shared by the university with the neighboring schools, colleges and institutions during the events of the respective institutes.

Indoor games facility to the family members of the university staff: The indoor games facility is well maintained and people are welcome to make use of it.

Active NSS unit: Mangalore University has an active NSS unit and it adds value to society with its innovative extension programs.

Technology intermediates used to encourage social outreach - Offline and some-time online mode, and often video of programs are uploaded to the university website. There was a social media campaign in the year 2020, Face book account management, twitter content creation etc.

Social outreach vertical - Yes, programs such as village adoption, social, cultural and environmental awareness programs to schools around the university are related to these aspects.

University website: the website of the university is a link of connectivity with the larger universe and the university.

6.13 Monitoring and Evaluation

Monitoring and development of present administration, academic and financial system - Enhancing university management, consolidating the process of planning and evaluation and the information systems, with state-of-the-art technology, is necessary so that they serve the administrative, academic, and human resources areas as facilitators with efficiency, efficacy, and effectiveness. Towards this, development of proper metrics for evaluation of the relationship in terms of faculty and student exchanges is needed. Establishment of an effective continuous quality monitoring system for teaching-learning, research and administration is needed. For this, a study of the evaluation criteria and review of the progress of the short- and medium-term goals to achieve a better score needs to be done.

The University promotes the culture of participative management at all levels. The Hon'ble Vice Chancellor, Registrar, Finance Officer, Registrar (Evaluation), Syndicate, Deans, Boards of Studies and Examination, Statutory Cells and Committees are involved in defining policies and decision making, framing guidelines, rules and regulations pertaining to admission, examinations, code of conduct, discipline, grievances, finance, construction, renovation etc.

IDP shall function as measurable parameter for monitoring the University's performance; ERP management, robust Grievance Redressal Mechanisms at Institution level; and Leadership training and Continuous Professional Development. Development of annual activity plans that result, sequentially, in achieving the institution's goals are needed. These activity plans will also serve as a tool for monitoring the implementation of the IDP.

Curriculum Excellence Objectives for the goal of supporting the overall academic success of students shall include:

- Ensure high-quality academic counselling throughout the University
- Ensure that students who are falling behind receive additional academic support

- Expand tutoring and other academic assistance programs

For financial management, a Finance Management Supporting System (FMSS) software for web based monitoring of Financial and Accounting Staff, A System Administrator, Data Entry Operators etc., are very essentially required for the easy way of finance management.

The IDP needs to be reviewed, revised and resubmitted according to the evolving needs and emerging challenges of the University. The IDP formulated is just an attempt to create a road map and changes may be permitted as and when required. Regular monitoring of the progress as proposed in the strategic plan document is carried out by the University authorities during the meeting of Faculty/Deans/Chairpersons and concerned report submitted to Hon'ble Vice chancellor.

The performance may be monitored through feedback periodically obtained from students through exit surveys at the time of the completion of the course work which provide further improvement of the teaching ideas of the faculty and support to the promotion. The University shall move to a criterion-based grading system that assesses student achievement based on the learning goals for each programme, making the system fairer and outcomes more comparable. The University shall also move away from high-stakes examinations toward more continuous and comprehensive evaluations. Mangalore University will be held to standards of audit and disclosure as a 'not for profit' entity.

Mangalore University **conducts** the periodic **audits - Academic and Administrative Audits, Energy Audits, Green Adults, Financial Audits**

- Academic and Administrative Audit: Is carried out at regular intervals and assesses processes and outcomes of academic and research activities and administrative units.
- Finance Audit: Is done internally (Internal) and by Govt. authorities (External) and is based on Budget allocation and Utilization.
- Energy Audit: Is carried out regularly on the basis of power requirements and consumption.
- Green Audit: Is done on the basis of utilization of green resources and maintenance with phase wise plantation and greening initiatives.

Learning management system - A Learning management system with Centralized/Decentralized processing system is the need of the hour to enable continuous and blended learning in students and also to offer certificate courses at nominal prices. An in-house curated Institutional Learning Management System has been set up.

Tools/systems in place to monitor, evaluate and suggest recommendations for improvements - Monitoring and Evaluation objectives create opportunities to gain knowledge, skills, and credentials in high-demand fields. The National Knowledge Network (NKN) Fibre is provided through authorized Internet Service Provider (ISP) namely-BSNL. The Computer Centre houses the Data Centre, Broadcasting/Simulcast, Media Lab for Audio and Video Content Management, Central Command Room for Real-Time Monitoring, Security Monitoring, Management of UIMS and RMS Networks, Structured and Wi-Fi Networks, Intranet, and Internet, etc. The policy framework suggests adaptation of 5+3 years of technology

service ability which may be extended to 5+5 Years Maximum or the active side in order to recover the cost of investment. The passive side at the end-user level shall be designed to support the system for good 20-25 years.

Campus should be connected through the Dashboard and used as a standard tool for real-time monitoring of physical infrastructure, utilization of resources, grants provided for physical infrastructure development. Information on Ground Coverage, FAR provided, and Heights of buildings beside the relationship between open and built, and all detailed information may be correlated to the self-disclosure information provided by the University of their Campus Master Plans/ Building Plans along with other Academic and Administrative information on prescribed proforma.

IDP suggests Geo-Tagging using GIS Applications. In this pursuit, University shall get itself Geo Tagged and renew its information on an Annual Basis not later than 30th June every year from any Government Body like- NATMO, IIRS, NHRC, NESAC, etc as per provisions suggested by DST-GOI. Presently University is managing the administrative activities using e-office, examination evaluation using UUCMS software.

Evaluation: Enhancing university management, consolidating the process of planning and evaluation and the information systems, with state-of-the-art technology, so that they serve the administrative, academic, and human resources areas as facilitators with efficiency, efficacy, and effectiveness;

Inter disciplinarily: integration of contents into the development of the study of a certain theme or conceptual axis, with their workload and evaluation calculated in the curricular components involved.

Procedures for Transparent and Objective Mechanisms for Evaluation of in-house Faculty through Self Appraisal Documents, Peer review Committees on Annual Basis to review growth and contribution to Teaching (UG/PG/Doctoral), Core Research, Research Projects, Consultancy Projects, Extension Activities, Administrative/Leadership Role, Publications (Seminar/Conferences/Journals-Peer Reviewed /Scopus Indexed/Impact factor, etc.) A comprehensive Evaluation Matrix with objective grading is to be developed. Transparency in maintaining records will assist in a fair evaluation of standards of education. The campus structure plan is an outcome of detailed evaluation and analysis of site, topography, land uses, context, linkages, open space system, urban services, and built form.

Suggestions:

The IDP recommends that in view of the above aspects and dimensions of campus development which involves substantial investment and to keep pace with the academic and research demands, a cohesive group of experts which includes policymakers, administrators, academics, campus design, and planning experts, Architects, Structural engineers should be constituted which evaluates the Campus Planning and Infrastructural Initiatives to ensure that funds are utilized judiciously and provides necessary guidance for holistic growth of our campuses and monitors its development through the application of technology.

AISHE Portal and University ID provided by the Parent University where the above students are enrolled, faculty and staff employed.

A safe and secure communication solution is a fundamental part of campus security. Digital Signage provides a powerful way to distribute important information immediately to students, faculty, staff, and visitors on displays throughout the campus including weather, breaking news, emergency messages, and evacuation instructions.

We can make use the standard software tools like NKN [National Knowledge Network] Fibre will be provided through authorized Internet Service Provider (ISP) namely- BSNL/PGCIL/RailTel/MTNL etc. at the gate of the campus duly terminated at multiplexer outside with min 1 STM are in 155Mbps.

The Data Centre shall be designed for expansion and incremental growth with all safety measures for access, Natural disaster mitigation, environmental and pest control.

6.14 Student support and engagement

Processes are in place for academic support for students needing it - these cover reading and writing, subject-specific tutorials, communication, language, quantitative skills, IT, time management, stress management etc., such as - Each department organises seminars, workshops, conferences, where students are encouraged to participate, supports the students to prepare papers in the seminars with involvement in group discussions. They are involved in organising committees. Besides, they are encouraged to present topics of the syllabus in the classrooms. Each department has mentors for a group of students consisting of 10-20 students. The mentors will discuss the issues of the students once in a week. Departments also organise soft skill training programmes for their students by inviting experts from different institutions.

Support structures are centralised at the institution level or decentralised at the program level - University employment information and Guidance bureau organises various training programmes, related to personality development, competitive exams, job fairs etc. University has very good library which is fully digitised. University has centralised computer lab for the benefit of students of all the departments, besides some of the departments have department's library also.

Good student engagement (among themselves and with the rest of the University community) is critical to good culture and is being done in many ways - sports, art, theatre, clubs for different activities etc. as group activities - University organises inter departmental inter collegiate cultural activities every year through directorate of student welfare. DSW also encourages the students of the university in the national and international cultural fests. Department of physical education organises inter departmental sports competitions, inter collegiate national and state level sports competitions every year. Our university has excellent indoor and outdoor sports and GYM facilities for the physical fitness of students both men and women. Our university has "Lalitha Kala" student's cultural club where students practice and execute their talents in different spheres of cultural activities. Our university has framed cultural policy and sports policy. Under these two practices university organises cultural and sports activities at different levels.

Plans for governance and operationalization of these include implementation of the Sports and Cultural policies with Govt/NGO support, either through infrastructural or human resource development.

Relevance of the University to the immediate community around and attempts to build a mutually beneficial relationship with plans for Community engagement - Some of the departments encourage students to take up project work where the students conduct field surveys. They prepare projects based on the interaction with outside communities such as schools, small businesses, local people and government support, study of panchayaths, NGO's, lifestyle and culture of tribal groups, minority and people of backward classes.

Under village adoption programme our University conducts various programmes such as health camps, awareness programmes, blood donation camps through departments of MSW, NSS and youth red cross. University arranges interaction with local community by inviting local people to the university who are experts in different areas such as medicine, agriculture, culture etc.

Processes for promoting good mental health as well as interventions for addressing mental health (counsellors, peer support networks) are in place. The University has appointed a Counsellor in the university health centre. The students who are needy are given counselling to enable them to concentrate on their academic activities.

Plans for student representation in critical processes and organization of student councils/unions - Student union election is conducted every year. The elections are conducted as per the rules and regulations of Lyngdoh committee. Student's representatives are selected from each department and elections conducted among class representatives (President, Vice-President, Cultural Secretary, Joint Secretary, Sports Secretary etc.).

Remediation classes if the students fail - Remedial classes are conducted at the Departmental level after identifying the student based on their Internal Assessment marks and appropriate action is taken.

Scholarship opportunities for students (government and non-government) - Students avail scholarships under SSP and NSP. Besides, students get scholarships from different organisations (Jindal/ Banks/ Co-operatives/ NGO's/ community organisations etc.) Communication related to scholarship will be made by the respective departments, SC/ST Cell, and by university employment information and guidance bureau.

Alumni associations of the institute, their relevance, intervals of meetings, contributions to the institute, and means established to incorporate their inputs for the development of the institute - Mangalore university has "MAA" Mangala Alumni Association. "MAA" conducts meeting once in a month in the Campus. From time to time "MAA" suggests to the university regarding student support and academic development. "MAA" organises job mela and it is planning to build MAA Bhavan in the campus, and works for the overall development of the students.

6.15 Technology Enablement

Technology enablement has been implemented through two major elements, namely for the **core teaching-learning** and for **administrative purposes**. Towards core teaching and learning, smart boards have been procured, all classrooms and seminar halls have access to LAN, free wifi facility is provided on campus. E-resources and e-journals are available in the library.

e-office or e-governance has been implemented at the Administrative Level with Mangalore University being awarded the Best University in e-governance implementation in the State of Karnataka by the Govt. based on the number of e-files generated and action taken.

The core technology platform for teaching/learning that supports building and storing learning resources, grading, attendance adopted is Moodle. Online classes are taken and online submissions facilitated using MU-LMS. Moodle has been adopted to develop our Institutional Learning Management System custom-made for use by our Faculty and Students to support blended and continuous learning, uploading and assessment of assignments, tests, feedback etc. Canvas is used to prepare Brochures, invitations and posters of events, Scientific posters for presentation in conferences etc.

The **processes for selection of the platform, systematic usage and training for faculty and students** are in place. The ILMS has been implemented using Moodle by faculty who were familiar with the usage of Moodle. Systematic usage and training of faculty and students has already been initiated.

Different types of software for administrative purposes such as admissions, student MIS - the entire admission to examination process of the Student Lifecycle is online through the Unified University College Management System of the Govt. of Karnataka. Staff, faculty and students have been trained systematically to use and implement the UUCMS in the University. A Nodal Officer has been appointed. For **financial** purposes / salary disbursement the Human Resource Management System (HRMS) is in use. As the University is under the Govt. of Karnataka, UUCMS, HRMS, Sakaala have been implemented as per directives. The e-office platform of the Govt. of Karnataka is an **integrated platform for administrative efficiency**.

Provisions for Credit transfer and update of the same exist in the Guidelines for implementation. All students are registered in DigiLocker for upload and download of marks cards and credit certificates. Academic Bank of Credits implemented.

6.16 Grievance Redressal Mechanism

University has constituted various grievance redressal committees and cells for grievance redressal and awareness of all stakeholders. The SC/ST/OBC Cells serve as Grievances Redressal cells for the Grievances of SC/ST/OBC students, minority students and employees. Provision has been made for students to submit their grievances, suggestions and ideas online through a dedicated link on the website. Anti-Ragging Committee is constituted for the prevention of ragging in the University and its constituent/affiliated colleges. The committee has representation from the administration, senior professors, police personnel, women representatives, press and hostel wardens. SPARSH (Sensitization, Prevention & Redressal of

Sexual Harassment) committee functions through the administrative structure of the University. Awareness about this cell is created by permanently displaying posters/pamphlets in the departments, offices of the University, and other central facilities. Lectures and workshops are conducted for students, research scholars, and teaching and non-teaching staff of the campus, and various competitions are held to create awareness about sexual harassment in the workplace and the possible means of redressal. The committee consists of a chairperson, woman representatives of teaching, research, non-teaching, SC/ST and PG students, as also a NGO representative and a legal adviser. There is also an Internal Complaints Committee (ICC) under SPARSH consisting of our members, namely, the chairperson, two female faculty members, and a legal adviser, which initially looks into the complaints that arise.

Policies of the Institute to prevent sexual harassment, discrimination are in existence. As per UGC/MHRD and Govt of Karnataka guidelines Committees and Cells are constituted that function towards preventing sexual harassment and discrimination.

Inclusivity policies of the Institute include admission process, scholarships and freeships, establishment of Study Centres and Endowment Chairs. From the admission process and seat reservation, all policies of the University have inherent inclusivity. All Committees for participatory, consultative governance have representation from the SEDGs, women faculty, non-teaching staff and student representatives. The UGC Women's Study Centre offers courses on Women's empowerment and conducts awareness programmes on the POSH Act, self defence etc. The University has a Centre for Studies on Social Inclusion Exclusion. The SC/ST and OBC Cells facilitate freeships, scholarships, laptops, dissertation expenses, library books, midday meals etc. In addition, the University has study centres on philosophers, reformists and leaders such as Kanaka Dasa, Dr. B. R. Ambedkar, Sri Bhramashree Narayanaguru etc.

Turnover time for Grievance Redressal is as per the mechanisms in place, from few days to few months/as per the guidelines of UGC/MHRD. All procedures are carried out as per the norms of the UGC/MHRD and in keeping with the confidentiality. Reports of grievances redressed is placed in the Syndicate.

Grievances may be submitted online on the University web portal under Ideas, Thoughts and Grievances or by email to ICC or to the Director of DSW/Registrar/Hostel Warden. Posters pertaining to Anti-Ragging, ICC are displayed prominently and contain contact details of responsible persons. Grievance Redressal Committees are constituted with due mechanisms in place and status report submitted to the concerned authorities and UGC on Saksham / Anti-Ragging portal from time to time. All Cells are responsible for keeping track of these issues and addressing them.

In the coming years, status report of all grievances, redressal mechanisms and the entire process can be managed online.

The University has penalties/procedures in place for addressing discrimination. There is a zero tolerance policy for ragging, discrimination etc. Cells are constituted for various SEDGs such as SC/ST/OBC, Minority etc. Penalties and procedures are as per UGC guidelines.

Outcomes:

Clarity of the grievance redressal systems/mechanisms - SPARSH, ICC, Anti-ragging,

student's grievance cell, SC/ST, OBC cells should be made more effective by implementing time-bound handling of grievances, creating an online portal for grievance filing and tracking. A repository can also be maintained.

Transparent process to promote inclusivity, equality and justice for all stakeholders of the institute – Online grievance redressal mechanisms

Inclusivity, equality and justice are in-built in all administrative and academic practices. Whether it is admissions for PG/PhD or faculty appointments or committees constituted, equal representation is given for gender / SC/ ST / minority / PWD etc.

6.17 Regulatory Affairs and Compliance

Process for ensuring regulatory compliance including data collection and reporting regarding higher education regulations to various state/central governments/Institutions like the UGC - All academic activities proposed from the departmental council and Board of Studies in the concerned subject are considered in the related faculty for approval. Faculty-approved matters are placed in the Academic Council and the Syndicate. Thereafter it will be implemented by consent of the Chancellor/ Govt. wherever required. Only then would any Act or Regulation be legal. Legal actions are taken as per the University Act and KCSR. All these developments from time to time must be reported to the Higher Education Department. These are all planned systematically in the beginning of the academic year and maintained according to the calendar of events which is prepared by the Chairperson's Committee. The admission, examination, academic activities and other activities are finalised in the Chairperson's meeting. All this information is displayed in the University website.

All regulatory affairs are implemented in Mangalore University according to the Regulations and guidelines of UGC, KSU Act and KCSR. As the University is an autonomous body, separate University statute, Regulations and guidelines are prepared and approved by the Department Council, faculty, Board of Studies, Academic Council and Syndicate. Thereafter it will be sent to the Chancellor/Government wherever required for the consent/approval. All committees will be formed according to Karnataka University act with procedures being strictly followed. All the informations are displayed in the University Website.

Financial compliance, environment-related compliances, compliances to other government agencies for various purposes – reservations/PWDs/social welfare departments etc. Compliance with the University's ACT and Statutes and Data Privacy requirements - According to the University Act, under the chairmanship of Hon'ble Vice-Chancellor, Finance Committee is formed. The Committee proposes and approves the budget plan for each financial year. It will be presented and approved in the Academic Council and Syndicate for implementation. Thereafter, the implementation is as per KTRP Regulations. Budget details are provided in the book form to all the concerned to strictly adhere to. Every year accounts are audited by the internal and external auditors.

- Admission to different programmes is strictly under the University seat matrix according to the Karnataka Govt. policy time to time.

- Data related to candidates admitted under various reservations categories is maintained. Report is submitted to the Registrar of the University.
- Notifications from social welfare departments are compulsorily brought to the notice of the concerned students through the departments and notice board.
- Fellowships are distributed to the reservation category candidates according to the University and Government rules. SC/ST cell takes care of disbursing different facilities.

Any matter with financial implications comes under the Finance Committee and Syndicate for the approval. Financial matter management is according to the KTPP Act and Regulations. At the end of the year it will be audited by internal and external auditors; Internal audit by the team of CA and external by the Government auditors. All kinds of fee fixation, budget estimate, financial management of various activities and programmes will be done by the Finance Office. All statutory committees will be headed by the Hon'ble Vice Chancellor. Chairpersons and members of other committees are nominated/appointed by the Vice Chancellor. Registrar is the Administrative Officer of the University. Appointment of the Vice Chancellor, Registrar, Finance Officer and Registrar Evaluation are done by the Chancellor and Higher Education Minister of the Karnataka government from time to time according to the University Act. If any amendment is required or as per Government orders (Central/State), implementation is according to the procedure. For the maintenance of the campus, University Administration takes appropriate action according to the rules, regulations by forming different committees/ deputing the employees/ appointing able persons with additional responsibilities according to the University regulation. Implementation of new programmes/ new developments in the University also will be implemented according to the Rules and regulations of the University.

Critical and cross-cutting processes -

- Common regulation for all UG, PG and PhD programmes according to UGC regulations and guidelines.
- Common calendar of academic activities is maintained.

All academic-related decisions will be taken in the Chairpersons' committee/Academic committee/faculty/Board of studies and Academic council as per University Act and directions of the State Government/UGC. Implementation to be decided by the Syndicate.

Given the scale of operations, type of programs etc. plan for admissions and associated outreach:

Notification for admission to UG, PG & Ph.D programmes in leading dailies and in the University website.

- Admission through admission committee, according to the University regulations.
- Interdepartmental transfer of applications is allowed to facilitate the students.

All notifications related to admission and examinations will be displayed in the University Website and notice board of the Departments.

- From admission upto examinations all work is carried out at the concerned departmental level.

- Students are in constant touch with the department, so several issues may be addressed at the level of the Department.
- Only in special case, students may approach the administration.
- Marks Card and certificates are directly sent to the student.
- Most of the official matters on online/e-office only
- Student are getting exposure in the subject through National/International Seminars/Workshops/Symposium/Conferences etc.

Placements and associated soft skills development in students, enabling meaningful and informed career choices, counselling for higher education opportunities

- Placement cell – University Employment Information and Guidance Bureau is established.
- Training programmes are organised frequently to train students for competitive exams and placement preparations and interviews.
- Skill components and internships are incorporated in the syllabi.
- Special programmes are organised to enlighten students regarding career choices and higher education opportunities.
- University established Skill Development Cell. Through the centre, skill development programmes and training programmes are organised time to time.

6.18 Communication

The **communication plan** of the University is networked with all stakeholders and through the use of various means and modes of communication. The Website is updated on a day-to-day basis and offers all the needed information to all stakeholders.

Internal Communication within the University occurs through various means and modes to **ensure that all stakeholders know of the work and hence develop a sense of belonging and pride**. All information is available on the University website that is updated from time to time. The officers of the University communicate directly with the Chairpersons to enable students, faculty and non-teaching staff to avail the information as and when it is received.

Accomplishments, new initiatives, reports on the exciting work the University faculty are engaged in appears in the website and is shared by officers through instant channels of communication such as email and whatsapp. All events are announced on the Website and broadcast through social media channels, face book, X etc. Digital Bulletin boards broadcast events/lectures. Many of the programs and events conducted are covered by the local media.

Frequent communication by the leadership of the University on strategy, progress towards stated goals, etc. is made through regular meetings with all stakeholders. The Officers utilize various programmes to update all stakeholders on the latest developments in the University, with road maps for implementation etc.

Communication for outreach and admission includes notification in the local media, advertisement on the website, brochures and shorts prepared by the Departments are shared on social media to attract students. The communication plan to ensure that the University gets the right kind of students and also the numbers it plans for includes visit by Faculty to address prospective students in feeder colleges, improved showcasing of the University through the website, positive reporting regarding the University's ethos, pathos and activities in local media etc.

The **major communication for external communication of the University's work to other Institutions, collaborators, and the general public** includes the biannual newsletter. This serves the purpose of brand building for the University.

Some suggestions to **use tools like portals, social media etc., effectively in addressing all of the above** are listed below:

1. For communicating information on the Department

Improve the Department Profiles on the University website by:

- a. Continuously updating it.
- b. Including a section to the department profile, that can be directly updated by the department, in which the events conducted by the department for that particular academic year can be included as and when they take place. The names of students who have passed the NET JRF examinations can also be included here.
- c. Include the profiles of the Guest faculty as that will indicate that the department has its full strength of faculty. Indicate that they are guest faculty.
- d. Make the process of updating the department profile easier for the departments. At present it is rather laborious and slow.
- e. Have a segment in the profile that gives information on the seminars, workshops and lectures that the department intends to hold. This will enable interested students from other departments to attend these programmes. There could also be an online registration procedure for attending these events which will allow the organizing department to have an idea about the number of participants who can be expected to attend the programme and suitable arrangements can be made to accommodate them.

2. For communicating information by the University leadership

- a. There could be a separate link available to all the faculty where information on the meetings, university events, university lectures is available.
- b. The university leadership can also share information about the government circulars and orders here.
- c. Information about future plans of the university can also be shared here and online feedback from faculty can be asked for.

3. For communicating information on the University to those outside the University

- a. Instagram accounts can be opened for each department where photographs of the events

in the department can be disseminated.

- b. This could be placed under the charge of a committee of students since they are more adept at it than the teachers. A teacher should be in charge of screening the information posted on the Instagram.
- c. The achievements of the department can also be shared here.
- d. Information regarding admission date, entrance examination dates, can also be shared here.

4. For communicating information about the research work of faculty

- a. The university can disseminate a list of the publications of faculty for that particular academic year. If the publications are available in shareable soft copies then they too should be made available to those who might be interested in reading them.
- b. In addition to this the university can create a website where all the publications of all the teachers of the university, since its inception, is made available. This could function as an archival resource.

Since students are far more adept at using internet resources they should be incorporated into the process of structuring the modes of disseminating information about the university. A committee of students could be formed under the charge of a young teacher which could give suggestions and be incorporated into the process of communicating information about the university. Students from the language departments and computer science department could be mandatorily a part of this committee while students from other departments could also be included in this committee.

6.19 Finances

Each of the areas in the IDP have financial implications. A specific financial requirement needs to be done for each area and based on that plans needs to be made for internal revenue generation plan (through fees and income from other activities). The University mobilizes resources from funds generated through partially self-financing courses, affiliation and examination fees etc. Resource mobilization is also carried out through funding from alumni/donors, interest on corpus funds, FDR receipts and training fees. The University provides space on lease/rentals for various commercial utility facilities such as banks, Post Office, Grocery shops, etc. for the benefit of students, faculty members, staff and the local populace and accrues revenues. The departments are encouraged to submit proposals to funding agencies for the conduct of GIAN programmes, FDPs, workshops, conferences, seminars.

Availability of grants from govt sources (short-term, medium-term, long-term) include the funds received from State and Central Governments are utilized by the University for payment of salary and pension of teaching and non-teaching staff. Special Grant is received from the State Govt. under SCP/TSP towards scholarships of SC/ST students, UG, PG and PhD. Development Grants are received from time to time for infrastructural development. The departments are encouraged to submit proposals to Govt. funding agencies for the conduct of

GIAN programmes, FDPs, workshops, conferences, seminars. Faculty to continue to submit research grant proposals for funding from various funding agencies, national and international.

University will continue to participate in call for proposals and attract funds for overall development of the University. For instance, in 2012, University applied and was granted Rs. 20 crores under RUSA scheme. Also, proposal under the PM-USHA Scheme to strengthen Universities for Rs. 20 crores was awarded in 2023. University will continue to receive special grants to further develop Belapu Campus from State Govt. Recently in 2024-25, Arebhashe Study Centre, and Kunda Kannada Study Centre established by Govt. of Karnataka. Faculty will continue to engage in Consultancy projects from Govt. bodies and industries. Central Facilities such as PURSE, NMR and CARER labs will continue to offer technical services at nominal prices. Income is also generated from publications under Prasaranga.

Availability of private sources (Bank loans, corporate grants etc.) include cases where Philanthropists/Corporates have set up Study Centres/Endowment Chairs and contributed to infrastructural development of the campus. More effort needs to be given to procure CSR grants from the Corporates.

Funding plan for long term capital expenditures include a Pariksha Bhavan envisaged to be constructed with Govt. funds. MAA proposes to build Alumni Bhavan. Centre of Excellence in AI is being planned under PM-USHA. With AICTE grants an SC/ST Hostel is being constructed. These plans will enable development of infrastructure and earn revenues over the longer term.

Specific research funding opportunities that could be tapped include the following:

- Faculty apply and procure grants for research project, conduct of conferences, seminars, GIAN programmes, FDPs from funding agencies such as ICSSR, ANRF, DAE, UGC, MHRD, MoE.
- CSR funds from Banks and Financial Institutions.
- Consultancy services may be taken up for Industries.
- Tax consultancy services may also be taken up.
- Research projects may be taken up for Industries.
- Utilization of Health Centre's facilities and services for revenue generation.

All the above are essential for the growth of the University. But there are already existing and future **financial risks. If a prioritized list of what could be dropped in the event of lack of funds is prepared**, Pariksha Bhavan may be shelved as it is dependent on Govt. funds. University shall further be managed with minimum human and infrastructural resources.

Fund allocation system of the Institute is conducted by the Finance Committee which assesses the income-expenditure of the University and prepares the Budget Book of the University in anticipation of expected capital and revenue expenditure. The Budget Book is released each year, and leverages periodic expenses of the previous year to individual Units/Departments/Centres/ Offices to earmark the budgetary provisions for the current year towards optimal utilization. Optimum utilization is ensured through justified allocation for

effective teaching-learning practices and research, operational and administrative expenses, maintenance of fixed assets, enhancement of library facilities, and development and maintenance of infrastructure.

6.20 Scale of Operations

The **ideal student number given the location, reach and other factors like infrastructure** would be ideally 15 students to 1 faculty. If the permanent faculty strength is 100, the ideal number would be 1500. Currently the faculty strength is at 85, student strength is at 1989 (both UG and PG) and PhD student strength at 557. Mangalore University Campus at Mangalagangothri is located at a distance of about 20 km from Mangalore Railway Station/Mangalore City/KSRTC Bus Stand (Bejai) and has got sufficient public transport facilities. The campus is spread over an area of about 350 acres and is on a high elevation overlooking the Arabian Sea on the one side and the Western Ghats on the other. Since its establishment, the University has made considerable progress in the field of higher education and research by creating enough infrastructure facility required for the teaching, learning and research. The student strength in constituent colleges is 2287. The present infrastructure in most of the departments is fairly adequate for the present strength of the PG and PhD students.

A chart of estimated student numbers by the program over a 10-year period is fraught with difficulty due to the constantly changing educational scenario. Since from the inception of the university, the number of students enrolled in PG departments has steadily increased as the university has increased seats under general category and also by introducing few seats under partially self-financing category. Over the years, the university also introduced a number of new programmes to attract the students. Thus, it is anticipated that in future days also, there will be steady increase in the student enrolment.

As to whether the University is single or multi-location - Mangalore University had a Jnana Kaveri Post Graduate Centre at Chikka Aluvara, Kushalnagar, Kodagu District, which was offering 13 PG programmes. During 2022, it was bifurcated from Mangalore University and became an independent university called Kodagu University. A proposal of the government to set up an advanced science research centre at Belapu, Udupi District, under the auspices of Mangalore University is on the verge of becoming a reality soon.

6.21 People recruitment and development

Current student to faculty ratio is 35:01 and the ideal ratio to operate in 20:01

An ideal mix of Assistant Associate Professor is required for all the domains: 6 (Assistant): 2 (Associate): 1 (Professor)

Overall, the number of faculty members, over a 10-year period, by discipline and level - For the 41 PG programmes on offer currently, a minimum of 270 faculty members are required (considering 7 faculty for subjects with laboratory component and 5 faculty for subjects without

laboratory component). Ideal strength depends on number of students and the curricular requirements of the discipline. Similar projections are also needed for non-teaching staff.

A clear performance appraisal system and transparent processes that assesses contribution to teaching, research, institution building and practice (contribution outside) exists. A performance-based appraisal system (PBAS) is already in place. This PBAS provides an assessment of teaching, research, institution building and best practices including extension activities and consultancy. The PBAS is consolidated over the tenure for promotion under career advancement scheme (CAS) through Selection Committees / Selection-cum-Interview Committee. The assessment is based on UGC norms, which are updated from time to time.

Plans for domain-specific capacity development pedagogic practices research practices (ethics, tools, methodologies.) Capacity development in building generic competencies - IT, proposal writing, developing teaching-learning material, student handling etc.:

- 1. Introduction:** The goal of this plan is to develop capacities in domain-specific pedagogic practices, research practices, and the building of generic competencies among educators and researchers. This will encompass areas such as ethics, tools, methodologies, IT skills, proposal writing, developing teaching-learning materials, and student handling.
- 2. Objectives:** The main goals are
 - Enhance domain-specific pedagogic skills and methodologies.
 - Foster ethical research practices and the use of advanced research tools.
 - Build generic competencies in IT, proposal writing, and the development of teaching materials.
 - Improve student handling techniques to foster a better learning environment.
- 3. Domain-Specific Capacity Development in Pedagogic Practices**
 - a) Pedagogic Practices:**
 - **Workshops and Training:** Conduct regular workshops focused on the latest teaching methodologies, classroom management, and innovative instructional strategies.
 - **Peer Observation and Feedback:** Establish a system where educators can observe peers and provide constructive feedback to foster collaborative improvement.
 - **Curriculum Development:** Encourage collaborative efforts in curriculum design to ensure it meets current industry standards and incorporates modern pedagogical approaches.
 - b) Research Practices :**
 - **Ethics Training:** Implement mandatory training sessions on research ethics, covering topics such as academic integrity, plagiarism, and responsible conduct of research.
 - **Tools and Methodologies:**
 - i. **Workshops on Research Tools:** Offer hands-on training for advanced research tools and software (e.g., SPSS, R, MATLAB Python etc.).

- ii. **Methodological Training:** Provide courses on qualitative, quantitative, and mixed-method research approaches.
- **Collaborative Research Projects:** Promote interdisciplinary research projects to build collaborative skills and broaden research perspectives.

4. Capacity Development in Building Generic Competencies

a) Information Technology (IT) Skills

- **IT Workshops:** Regular workshops on essential IT skills, including data analysis software, coding basics, and the use of educational technology platforms (e.g., LMS, online assessment tools).
- **IT Workshops:** Regular workshops on essential IT skills, including data analysis software, coding basics, and the use of educational technology platforms (e.g., LMS, online assessment tools).
- **Online Learning Platforms:** Train educators to effectively use online platforms to enhance teaching and learning experiences.

b) Proposal Writing

- **Grant Writing Seminars:** Organize seminars on writing research proposals and grant applications, focusing on structure, clarity, and adherence to funding guidelines.
- **Peer Review Process:** Develop a peer review system where colleagues can critique and improve each other's proposals before submission.

c) Developing Teaching-Learning Material

- **Resource Development Workshops:** Conduct sessions on creating engaging and effective teaching materials, including multimedia resources, interactive modules, and accessible content for diverse learners.
- **Open Educational Resources (OER):** Encourage the use and creation of OER to share high-quality educational materials freely.

d) Student Handling

- **Student Engagement Training:** Offer workshops on techniques for increasing student engagement, motivation, and participation.
- **Mentorship Programs:** Develop mentorship programs where experienced educators guide newer faculty in effective student interaction and support strategies.
- **Diversity and Inclusion:** Provide training on handling diverse classrooms, focusing on inclusivity and accommodating different learning needs.

5. Evaluation and Continuous Improvement

- **Feedback Mechanisms:** Establish robust feedback mechanisms to continually assess and improve the effectiveness of capacity development programs.

- **Performance Metrics:** Define clear metrics to evaluate the impact of training programs on teaching quality, research output, and overall educator competency.
- **Continuous Professional Development (CPD):** Encourage ongoing professional development through certifications, further training, and keeping up-to-date with educational advancements.

6. Implementation Timeline

- **Phase 1 (Months 1-6):** Needs assessment, initial workshops, and ethics training.
 - **Phase 2 (Months 7-12):** Advanced training sessions, peer observation, and feedback systems.
 - **Phase 3 (Months 13-18):** Implementation of collaborative projects, proposal writing seminars, and IT workshops.
 - **Phase 4 (Months 19-24):** Evaluation, feedback collection, and continuous improvement cycles.
7. **Conclusion:** This plan aims to systematically enhance the capabilities of educators and researchers in both domain-specific and generic competencies, ultimately leading to improved educational outcomes and research advancements. Continuous assessment and adaptation will ensure that the practices remain relevant and effective

6.22 Program Strategy

At the institution level, the institution has the **set of common goals and objectives that drive all programs.** This is encapsulated in the vision statement – to evolve as a National Centre of advanced studies and to cultivate quality human resource. This vision is further spelt out in the mission statement of the institution – to provide excellent academic, physical, administrative, infrastructural and moral ambience to promote quality and excellent in teaching, learning and research and to cultivate critical thinking to spark creativity and innovation.

All programs should focus on providing job opportunities for students, and all programs should build a set of generic capabilities for all students and enable them to perform better in the job market, in higher studies and in competitive exams.

There are **fundamental principles all programs adhere to**, for instance a program is offered only if there are 10 and 15 admissions in PG and UG respectively. Additional principles such as **requirement of more than 70% permanent faculty** and the **market potential for more than 50% of the students to get productive employment.**

The objectives and the specific outcomes of the courses offered are thoughtfully designed. The programmes and the courses therein are geared towards designed goals as providing job opportunities as well as knowledge base in different disciplines. The elements of employability, skill development, environment and gender related aspects are well mapped while preparing the curriculum. Teaching faculty is fully internal. However, Visiting professors and Adjunct professors are invited for specially designed courses. The move to develop the institute being

multidisciplinary was initiated, through open elective courses provided across the faculties and disciplines, recognition of multidisciplinary research guides and certain PG programmes have kept entry open for graduates from any disciplines.

Flagship programs of the University wherein the University has specific strengths and treats them as such include MSc in Yogic Science, Marine Geology, Medical Physics. **New Programmes that the University wants to build as flagships** could include Marine Biotechnology, Maritime Studies, AI & ML etc.

Specific domains where capability needs to be built afresh in the move to being multidisciplinary include Data Science and Analytics, Nanotechnology, Systems Biology, Synthetic Biology, International Studies etc. **Provisions for Dual Degrees** exist. The University has implemented Dual Degree with Regulations being framed.

6.23 Others

Plan if any for consolidation with other Universities (or amalgamating colleges) is taken based on directives from the State Govt. Mangalore University can initiate a plan for consolidation with other universities in and around Mangalore especially in Medical Physics, Social Work and others relevant fields where other universities will have expertise in the field of research, engage faculty, students and build a regulatory framework to work in unison.

Curriculum alignment: Ensure compatibility with the courses taking the strength of Mangalore University to build potential private partnership to have integration of academic programmes. The same could be used to develop a plan for sharing infrastructure and systems and communicate transparently to all stakeholders about the consolidation process.

Other special projects initiatives such as translations, programs for communities/public engagement can be taken up. The University can build public engagement by collaborating with Mangalore Smart city project, Municipal Corporation, hospitals etc. The project outline community development and public engagement within the context of linking the University with its adopted villages by collaborative planning and public engagement within the context of initiatives by aligning goals and strategies that are mutually beneficial for the collaborating initiatives.

The University will develop strategies to actively involve the local community in the project ensuring their needs and perspectives and also look at the prospects of our teachers and students having live projects to hone their community development initiatives.

The plan built explores the ways in which community development projects enhance efficiency and effectiveness and also integrate educational components of students coming from Sociology, Business Administration, Commerce, Economics, MHRD, MSW by making the public engagement a continuous improvement by building education-community integration.

The University is a state, public University and in continuous communication with **National and State-level Govt. bodies** such as the UGC, MHRD, KSHCE, MoE etc., in **knowledge partnership**.

Multiple Entry and Exit has been implemented.

7.0 IDP Implementation Plan

The following Focus Areas have been integrated in the IDP:

- Academic governance
- Technology Integration
- Governance & Leadership
- Multidisciplinary education
- Internationalization
- Alignment with and activities towards attaining SDGs

The Overall Mangalore University IDP implementation plan will include the following:

Academic Governance:

- Restructuring of Programs
- Build Academic Flexibility
- Credit Transfer for Mobility of Students
- Evaluation Reforms
- Multidisciplinary and Holistic Education
- Bridge Industry-Academia gaps
- Improvement of Accreditation/Ranking Standards
- Interdisciplinary Research and Innovation

Accordingly, the restructuring of programs @ Mangalore University would be as follows:

- UG programs
- PG Programs
- Integrated 5 year (3+2) Bachelors/Master's program
- Offer credit-based courses on climate change, waste management, sanitation, Sustainable Development, AI, ML, Data analytics, Cyber security etc.
- Internships with industries, schools, local artists, businesses
- Offer courses that instill ethical and universal human values.
- Add lessons in community development and participation in community service programs.
- Multiple entry/exit options
- Study of foreign languages

- Courses in Yoga and other Indian Knowledge Systems
- Tie ups with NGOs for community service

Academic Flexibility

- Credits earned and stored in Academic Bank of Credits (ABC).
- Choice based credit system (CBCS) revision
- Innovation in pedagogy and assessment with a framework in place to ensure consistency

Action Plans

- Definition for Multiple Entry and Exits
- Certificate/Diploma/ Degree: readiness and regulations
- Credits to be defined for each of these options.
- Exit fee/Certification Fee
- Options for transfer of these Credits
- Integrated program regulations have been drafted
- ABC implemented at Mangalore University
- Innovative curricula to include credit-based courses and projects in areas of community engagement & service, environmental education.
- Introduction of additional multi- and inter-disciplinary programmes.

Evaluation Reforms

- Examination process to be scientific and test application of knowledge.
- Continuous formative assessment
- Move away from high-stake examination towards continuous, comprehensive and digital evaluation.

Action Plans

- Ensure wide dissemination of Examination Manual.
- Formative and Summative assessment plans will be charted.
- Blueprint of the question paper to be scripted.
- Recording of all formative assessment activities and a mechanism for the same.
- Enhancing structured Feedback obtained from all stakeholders
- Identify New assessment methods.
- Strengthening of ABC

- Credits from other Institutions
- Credits for ODL programs

Industry-Academia Interaction and Compliance

- Bridge the industry-academia gap.
- Collaborate with industry to drive innovation.
- Internships with local industry, business, artists

Action Plans - Industry Academia Interaction

- Align with NHEQF guidelines wherever applicable.
- Focus on IDP and plan for 10 years.

Action Plans - Compliance

- Organize academic audit to assess effectiveness of programs offered (quarterly, half-yearly)
- Involve one external member for audit.
- Identify one foreign university to audit our curriculum.
- NAAC Accreditation (Reforms)
- Align objectives as per NHEQF.

Technology integration

- Offer ODL programs
- Vocational courses to be offered through ODL
- Creation of Virtual Labs
- Technological interventions to improve teaching-learning and evaluation processes

Action Plans

- Invest in digital infrastructure
- Offer certificate courses online (AI/Cyber Security/ML)
- Integrate Swayam/MOOCs courses into campus programs
- Develop courses for Swayam/ MOOCs platform
- LMS to be used more extensively

Governance & Leadership

- Excellent infrastructure
- Healthy Faculty-Student Ratio
- Innovative pedagogy

- Effective BOS/BOE
- Transparent process for faculty recruitment
- Robust Performance Appraisal
- Incentivize through rewards & promotions.

Action Plans

- Audit infrastructure and upgradation
- Monitor the Faculty-Student Ratio
- Reskilling of faculty through structured programs
- Encourage consultancy
- Project Management System to be fast tracked
- Fill critical leadership positions
- Senior leadership to be strengthened
- Offer well-structured leadership development programmes.

Multi-disciplinary Education

- Integrate Arts subjects with STEM education
- Innovative projects/community engagement and service, life skills, global citizenship education to understand global issues to be offered
- Study additional languages
- Museums for zoological, geological resources, manuscripts and local art form Yakshagana to be modernized.
- Continue to promote local arts, cultures, knowledge streams through Study Centres/Endowment Chairs
- Study/industrial tours/rural exposure to be offered.
- Offer 1 year B.Ed. program
- Enhance ISR through adopted government schools and villages
- Offer vocational/skill-based courses

Action plans

- Offer Certificate/skill-based courses
- Community engagement through projects
- Internships with local industries
- Heritage & Sustainability Development Goals oriented projects
- Study tours

Internationalization

- Larger number of international students studying in India
- Transfer of credits
- Offer skill-based courses
- Opportunities for social engagement
- On-campus support
- Residential facilities
- Faculty-Student exchange
- Set up a strong international students office
- MOUs

Action plans

- Internationalize curricula
- Recruit overseas students through ICCR and other Government initiatives and promote international admissions
- Participate in international fairs to develop brand image.
- Promote programs through social media platforms
- Streamline seminars through international collaborative agencies
- Strengthen national and international accreditations
- Credit transfer
- Summer/Winter courses to be offered
- Organize Study Tours
- Global immersion programs
- Research collaboration, teacher exchange, student exchange
- International student service office, deeper engagement with some countries

Equity and inclusion in higher education and student support

- Infrastructure and resources
- Support for Socio-economically disadvantaged groups (SEDGs)
- Academic and career counselling
- Rural student support
- Medical support
- Sports, cultural, technical, non-technical courses

- Scholarships
- Mental well-being, mentoring

Action plans

- Enhance existing infrastructure, library service, remote access
- Gender sensitization
- UUCMS as Student Life Cycle Management System (SLCMS)
- Rural student support through School Adoption Programme
- Subject-wise Student Associations for co-scholastic activities
- Enhance sports
- Enhance mechanisms of obtaining Student surveys and addressing through action taken reports

ACTION POINTs and Milestones achieved

- Restructured existing 3-year programs as per SEP Commission with focus on Academic Track, Research, Internship, compulsory courses on Constitution, Environmental Studies, Languages, Skill Development through domain-specific courses and activities. UG programs to have multidisciplinary education along with major/minor options.
- Offer multiple entry/exit options.
- Road map to focus on 5-year Integrated PG programs

8.0 Financial Model (Sources and Application of Funds based on the projections)

Sources of Fund:

The Block Grant is used for salary of teaching and non-teaching staff. The University also mobilizes funds generated through the partially self-financing courses that it runs, affiliation fees etc. Special Grant is received from the State Govt under SCP/TSP towards scholarships and Development Grants. Development grants under the RUSA scheme received in 2019-20 was Rs. 94 lakhs, in 2020-21 it was Rs. 25 lakhs. Development grants approved under PM-USHA scheme is Rs. 20 crores Grants received towards scholarships such as SSP and STP have gone from Rs. 6 lakhs in 2019-20 to 25 lakhs in 2020-21, and 107.23 lakhs in 2022-23.

Resource mobilization is also carried out through funding from alumni/donors, interest on corpus funds and fees for maintenance and development of infrastructure. The University provides space on lease for various commercial utility facilities for the benefit of stakeholders and the society such as banks (State Bank of India, Bank of Baroda, ATMs), Post Office, Grocery shops, etc. Proposals are submitted to Central and State Governments and Funding Agencies for infrastructural, research and fellowship development. Towards establishing an Arebhashe or Aregannada (Gowda Kannada) Study Centre, focused on study and research, the Govt. of Karnataka has released Rs. 2 crores. Other study centres such as Kanakadasa Study Centre, Dr. B. R Ambedkar Study Centre and others have also been established through funds from the Govt. of Karnataka. Centre for Women's Studies, Nehru Study Centre and various innovative programmes have been established with grants from the UGC. The mainstay of research funding is from extramural funding agencies such as UGC, DST, DBT, BRNS, MoEF etc.

Deployment of Funds:

The Budget Book of the University leverages periodic expenses of the previous year to individual Units/Departments/Centres/ Offices to earmark the budgetary provisions for the current year towards optimal utilization. Optimum utilization is ensured through justified allocation for effective teaching-learning practices and research, operational and administrative expenses, maintenance of fixed assets, enhancement of library facilities, and development and maintenance of infrastructure. Departments are encouraged to submit proposals for workshops, conferences, seminars and other funding avenues available to conduct various programmes.

Strategies for sustaining resources:

The development of any organization depends upon the careful planning and mobilization of

financial resources and effective utilization of the same. The Finance Committee headed by the Vice Chancellor along with statutory officers of the University makes the proper budget plan in each financial year before placing the budget details in Academic Council and Syndicate for its approval. The much needed facilities of each department are carefully taken into consideration along with plan for utilization of funds to procure equipment, provide provision for enhancing computing facilities, infrastructure development, intellectual property creation through organization of seminars/workshops/conferences etc. The Academic Council, Syndicate and Finance Committee review the use of resources and make recommendations for better handling of resources and effective utilization of available funds.

ANNEXURE

Intake details for both UG and PG last five years for (2018-19 to 2022-23)

Sl. No	Name of the Programmes	2018-19	2019-20	2020-21	2021-22	2022-23
UG Programmes						
1.	BA	4613	4423	4250	4183	8488
2.	BA (HRD)	120	120	120	120	90
3.	B.Com	11984	11534	11624	11,004	11,343
4.	B.Com (Vocational)	0	375	875	1,015	0
5.	B.Com- Computer Application (Vocational)	0	0	0	0	421
6.	B.Com- Office Management & Secretarial practice (Vocational)	0	0	0	0	35
7.	B.Com- Accounting & Finance (Vocational)	0	0	0	0	60
8.	B.Com-Tax Procedure & Practice (Vocational)	0	0	0	0	215
9.	BBA	2835	2825	2945	2885	4677
10.	BBA (Logistics)	0	0	0	0	120
11.	BCA	2075	2265	2315	2995	3160
12.	B.Sc Home Science	0	50	50	50	30
13.	B.Ed	Data not available	Data not available	Data not available	1000	1000
14.	BSW	210	240	240	270	595
15.	BHM	240	240	240	180	120
16.	B.ASLP	155	130	150	150	129
17.	BVA	110	110	60	110	30
18.	B.Sc	2318	2028	2238	1978	4002
19.	B.Sc Hospitality Science	810	920	935	970	820
20.	B.Sc Food Nutrition and Dietetics	310	330	330	270	380
21.	B.Sc Fashion Design	290	330	330	490	620
22.	B.Sc Interior Design and Decoration	550	580	580	620	750
23.	B.Sc Food Technology	140	140	140	200	260
24.	B.Sc Animation and Visual Effects	140	140	180	180	30
25.	B.P.Ed	Data not available	Data not available	Data not available	100	100
	Total	26900	26780	27602	28,770	37475
PG Programmes						
1	M.A Kannada	0	0	0	0	105
2	M.A English	30	30	30	30	70
3	M.A Sanskrit	10	10	10	10	10
4	M.A History	0	0	0	0	30
5	M.A Economics	110	80	80	0	85
6	M.A Political Science	0	0	0	0	55
7	M.A Sociology	0	0	0	0	15
8	M.A in Journalism & Mass Communication	80	80	80	80	50
9	MSW	420	420	420	420	410

10	M.Sc Botany	40	40	40	40	40
11	M.Sc Zoology	30	30	30	30	30
12	M.Sc Bio Technology	30	30	30	30	30
13	M.Sc Cyber Security	0	0	0	0	30
14	M.Sc Chemistry	100	100	100	100	100
15	M.Sc Analytical Chemistry	50	50	50	50	50
16	M.Sc Organic Chemistry	0	0	0	0	40
17	M.Sc Mathematics	180	120	180	180	200
18	M.Sc Computer Science	130	90	90	90	90
19	M.Sc Psychology	40	40	40	40	40
20	M.Sc Audiology				24	24
21	M.Sc Food Science and Nutrition	80	80	80	80	80
22	M.Sc Physics	95	95	95	95	135
23	M.Com	1080	1280	1260	1230	1605
24	M.Com (HRD)	50	50	0	50	50
25	M.Com (International Business)					30
26	MBA	570	570	570	540	480
27	Master of Audiology and Speech Language and Pathology	15	20	20	20	22
28	M.PEd	Data not available in CDC	Data not available in CDC	Data not available in CDC	40	40
29	M.Sc (Speech Language Pathology)				44	24
30	M.Sc Savayava	40	40	40	40	
31	M.A Bharathanatyam	30				
	Total	3210	3255	3245	3263	3970

PG Diploma/Diploma/ Certificate Programmes						
1	PG Diploma in Bharathanatyam	30	30	30	30	30
2	PG Diploma in Business Management	30	30	30	30	30
3	Diploma in Fire and Industrial Safety	160	160	160	200	160
	Total	220	220	220	260	220

ANNEXURE

Admission details for both UG and PG last five years for (2018-19 to 2022-23)

Sl. No.	Programmes	2018-19	2019-20	2020-21	2021-22	2022-23
UG Programmes						
1	BA	3906	4287	3530	3600	3430
2	BA (HRD)	110	90	0	7	15
3	B.Com	14826	14177	11566	10,642	10,262
4	B.Com (Apprenticeship and Internship Embedded)			89	79	164
5	BBA	2860	2671	2534	2553	2395
6	BBA (T&T)				13	36
7	BCA	1935	2123	3121	3707	4711
8	B.Sc Home Science			2	12	13
9	B.Voc (Retail Management)			38	46	54
10	B.Voc (Food Processing and Engineering)			29	15	12
11	B.Voc (Animation and Multimedia)			13	26	44
12	B.Voc (Renewable Energy Management)				9	19
13	B.Voc (Software and App Development)				28	35
14	B.Voc (Digital Media and Film Making)			9	25	10
15	B.Voc (Retail Management and Supply Chain Management)			44	50	31
16	B.Ed	885	841	475	785	954
17	BSW	271	312	215	204	251
18	BHM	208	167	111	55	50
19	B.ASLP	136	162	76	101	105
20	BVA			8	8	18
21	B.Sc	3682	2744	2828	2225	1703
22	B.Sc Computer Science				35	51
23	B.Sc Hospitality Science	47	477	179	211	165
24	B.Sc Food Nutrition and Dietetics	237	211	125	107	73
25	B.Sc Fashion Design	89	135	115	114	148
26	B.Sc Interior Design and Decoration	290	219	160	143	100
27	B.Sc Computer Animation					4
28	B.Sc Food Technology	82	135	103	84	85
29	B.Sc Animation and Visual Effects	43	41	43	80	91
30	B.Sc Visual Communication					20
31	B.P.Ed	25	36	30	52	64
	Total	29632	28828	25443	25,016	25113
PG Programmes						
1	M.A Kannada	73	41	54	61	65
2	M.A English	134	94	81	88	85
3	M.A Sanskrit	6	5	3	0	15

4	M.A History	67	36	48	48	50
5	M.A Economics	122	96	76	61	74
6	M.A Political Science	52	39	31	33	32
7	M.A Sociology	22	17	11	14	10
8	M.A Konkani	6	6	7	4	7
9	M.A Tulu	20	20	27	12	23
10	M.A Hindi	19	16	16	9	12
11	M.A Kodava				16	5
12	MCJ	53	99	63	63	94
13	MSW	364	368	326	360	512
14	M.Sc Botany	60	35	55	48	29
15	M.Sc Zoology	52	64	58	46	34
16	M.Sc Bio Science	13	17	30	29	9
17	M.Sc Environmental Science	7	3	22	15	7
18	M.Sc Bio Technology	67	102	122	128	114
19	M.Sc Electronics	6	6	14	7	5
20	M.Sc Cyber Security			16	5	17
21	M.Sc Chemistry	280	292	220	310	295
22	M.Sc Applied Chemistry	32	24	34	35	0
23	M.Sc Analytical Chemistry	56	52	11	78	80
24	M.Sc Organic Chemistry	69	82	80	90	86
25	M.Sc Material Science	8	9	9	8	3
26	M.Sc Mathematics	131	121	124	168	155
27	M.Sc Statistics	38	39	45	36	42
28	M.Sc Marine Geology	15	15	12	15	22
29	M.Sc Geo- Informatics	3	3	4	10	18
30	M.Sc Computer Science	75	101	82	90	71
31	M.Sc Yogic Science	26	19	21	15	21
32	M.Sc Microbiology	37	31	32	53	65
33	M.Sc Bioinformatics	2	0	0	0	0
34	M.Sc Corporate Psychology	15	10	17	24	21
35	M.Sc Psychology	64	89	104	4	9
36	M.Sc Audiology			12	3	12
37	M.Sc Geography	8	17	16	8	10
38	M.Sc Food Science and Nutrition Dietetics	50	75	78	121	109
39	M.Sc Food Science and Technology	6	23	30	30	29
40	M.Sc Medical Physics	12	12	12	16	13
41	M.Sc Industrial Chemistry	39	37	42	42	46
42	M.Sc Bio Chemistry	47	70	57	79	76
43	M.Sc Physics	273	190	180	96	78
44	M.Com	1649	1615	1040	1337	1234
45	M.Com (Finance and Business Analytics)		30	31	13	12
46	M.Com (HRD)	53	23	31	33	27
47	M.Com (IBM)	48	31	29	15	16
48	MCA	40	19	30	30	31
49	MBA	728	489	573	492	540
50	MBA (TTM)	31	42	33	29	24
51	MBA (International Business)	53	33	24	51	53
52	Master of Audiology and Speech Language and Pathology	10	7	21	8	0
53	M.Ed	11	12	20	8	3
54	M.PEd	72	69	58	62	56

55	M.Sc (Speech Language Pathology)			12	2	12
56	M.Sc Big Data Analytics	13	13	30	14	15
57	Master of Library and Information Science	10	6	11	11	7
58	M.Sc Criminology and Forensic Science	20	0	0	23	18
59	M.Sc Data Science	0				24
60	M.Sc Counselling	14			11	30
61	M.Sc Software Technology	20	0	0	0	0
62	MVA	2	1	0	0	0
	Total	5203	4765	4225	4517	4562
PG Diploma/Diploma/ Certificate Programmes						
1	P.G Diploma in Yogic Science	28	31	16	37	53
2	Certificate Programme in Yogic Science	0	0	5	3	11
3	Diploma Programme in Kodava	0	0	0	0	8
4	Diploma in Fire and Industrial Safety	133	124	78	79	108
5	P.G Diploma PGDBM	25	30	0	0	0
	Total	186	185	99	119	180