

INSTITUTIONAL DEVELOPMENT PLAN

2025 - 2035



MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI

CONTENTS

S.No.	Description	Page No.
1	Preface	3
2	Governance Enablers	4
3	Financial Enablers and Funding Models	10
4	Academic Enablers	14
5	Research, Intellectual Property, and Supportive Enablers	23
6	Human Resources Management Enablers	29
7	Enablers for networking and collaborations	35
8	Physical Enablers	39
9	Digital Enablers	47
10	Appendix	50

PREFACE

Manonmaniam Sundaranar University is a dynamic institution of higher learning, set in a rural milieu of southern Tamil Nadu, with a campus spread over around 550 acres.

The University was established by the Government of Tamil Nadu as a teaching-cum-affiliating University on 7th September, 1990 to cater to the long-felt needs of the people of the four southernmost districts of Tamil Nadu viz., Tirunelveli, Tenkasi, Thoothukudi, and Kanyakumari.

It is named after the renowned Tamil Poet Scholar Professor P. Sundaram Pillai (1855-1897), the author of the famous verse drama Manonmaniam. His poem has become "Tamil Thaa Vazhthu," the official invocation song sung at all functions in the state of Tamilnadu.

The motto of the University is "Reaching the Unreached".

To equip students with academic competencies for their growth and meaningful contribution to society, the University has always accorded the highest priority to quality teaching and innovative research, while steadfastly upholding the values and ethics of education. Grounded in the mission and values of the University, the Institutional Development Plan (IDP) outlines a clear pathway for enhancing academic excellence, research capabilities, governance, and infrastructure, while fostering an inclusive and dynamic educational environment. It is important to emphasize that these Guidelines are intended to enable various stages of the journey toward excellence in Higher Education with a concomitant ethos of continuous improvement, refinement, feedback, and review based on the collective experience in the years to come.

It is equally important to emphasize that these Guidelines are framed to enable Higher Education Institutions regarding the statutory, regulatory, and mandated requirements of acts, rules, regulations, codes, and guidelines as promulgated and applicable by the University Grants Commission (UGC), Government of Tamil Nadu and other appropriate regulatory authorities.

These Guidelines are formulated on key principles and approaches that emphasize:

- Supporting HEIs in academic, research, and teaching excellence.
- Promoting learner-centric teaching, knowledge creation, innovation, and knowledge application.
- Advocating a multi-disciplinary integration including science, arts, humanities, vocational, sports, and others.
- Enabling HEIs to balance comprehensive academic, administrative, and financial autonomy with accountability, alongside responsibility.
- Developed in a perspective plan format, this IDP will enable the University to consistently strive for new heights and provide a definite roadmap for future progress.

A

GOVERNANCE ENABLERS

A. GOVERNANCE ENABLERS

Governance enablers are vital for promoting transparency, accountability, and determinative decision-making. They ensure that policies and processes are aligned with the mission of the University, fostering effective leadership and active participation from all stakeholders. By driving quality assurance and continuous improvement, these enablers create an environment that promotes stakeholder trust and confidence. They encourage the Institution to adapt to evolving external dynamics. Their role is essential in maintaining compliance with regulatory standards and ensuring the long-term success of the University.

1. INSTITUTIONAL STRUCTURES

The University functions through a documented hierarchical structure viz., Planning Board, Syndicate, Senate, Standing Committee on Academic Affairs, and Finance Committee that have representation from diverse stakeholders. The University plans the following:

- The University aims to implement automation in all administrative sections. The plan for achieving this is as follows:
 - i. Designing the data structure and finalizing it.
 - ii. Planning the sequence in which the process is to be implemented.
 - iii. Starting the implementation from scratch.
- Providing an interface that serves as a help desk for all stakeholders.
- Regular monitoring of the IDP initiatives through periodical reviews ensuring alignment with stakeholder needs and timely adjustments based on progress and feedback.
- As the University grows, the administrative processes shall be strengthened to ensure the smooth functioning of different campuses.
- The University shall assess the overall impact of the IDP on Institutional growth, ensuring sustained alignment with strategic goals, and meeting regulatory standards.
- The University shall initiate amendments to the Act and Statutes as and when needed.

2. QUALITY ASSURANCE

Quality control mechanisms are vital to maintain and elevate academic standards.

- For every two years the existing vacancies in the teaching and non-teaching positions shall be filled up and a nil vacancy report will be maintained.

- The University shall assess the admission process to determine the vacant seats across programs and propagate the relevance of new programs to encourage more students.
- The University shall collaborate with national and international Centres of Eminence, to offer refresher and orientation training for Faculty members, administrative Staff, and officers of the University.
- Apart from conducting Academic and Administrative Audit, Transparency Audit, Social Audit, Green Audit, and Diversity and Inclusion Audit will be conducted every year.
- All the Departments of the University shall have a designated Committee to facilitate the IQAC of the University.
- The calendar of activity of IQAC shall be prepared well in advance. The self-appraisal reports of teaching and non-teaching faculty whose promotions are due shall be submitted quarterly to the IQAC well in advance for checking eligibility. The Career advancement promotions shall be given to the eligible persons without any delay.
- The University shall focus on inter-disciplinary and multi-disciplinary programs along with single discipline UG and PG programs.
- The University shall further strengthen the quality of publications for all Doctoral programs.
- Complete automation of administrative processes through constant addition of new modules for quality purposes.

3. BALANCED AUTONOMY

To offer autonomy to HEIs and complement by transparent accountability mechanisms, promoting responsible self-employment for sustainable growth of the Institution.

- Each Department shall be given the autonomy to create Chairs with the help of some Philanthropists and appoint persons as per their needs. These appointments should be super numeric. There is no financial commitment on the part of the University.
- Maintenance of projects by the Investigators shall be made simpler by suitable mechanisms.
- Steps will be taken to monitor whether the existing resources like 1 MW Solar Power Plant, Sir. C. V. Raman Central Instrumentation Facility is utilized to its best.
- The entire Audited Statement of Income and Expenditure shall be posted on the website of the University, thereby ensuring transparency.

- Suitable measures will be planned and executed to use the land resource available with the University. All possible steps will be taken to improve fund generation and thereby gain financial stability to stand by as an independent body without financial dependence.

4. STAKEHOLDER INCLUSION

To encourage comprehensive stakeholder involvement, especially from alumni, to enrich decision-making by integrating diverse perspectives.

- The University shall properly monitor the functioning of the sections that serve as interlinks between stakeholders and the University for smooth development.
- Steps will be taken to prepare the timeline for every task and to adhere to it strictly.
- Placement cell shall be made more effective by incorporating the activities in the academic calendar.
- To provide an interface to the public through online to know the whereabouts of their query and their request.
- To maintain the policy to attain complete satisfaction from all the stakeholders by providing services to their needs in due time.

5. FINANCIAL AUTONOMY

To set levels of financial autonomy to steer the Institution towards self-sustainability.

- The University shall partner with industries for sponsored research, innovation, and consultancy projects and provide students with practical experience.
- The University shall have a designated Consultancy office to map and handle consultancy services rendered by its employees.
- Endowment funds of the University shall be further strengthened and their usage shall be monitored.
- The Alumni Center of the University shall be strengthened by appointing an alumnus as Director. Mobilization of funds towards development shall be made through the help of prominent alumni as an initiative to give back to the alma mater.
- Steps shall be taken to include Alumni in the Syndicate, the Senate as in Board of Studies, and IQAC for utilizing the expertise from the real corporate world.

- Cost-Effective Sustainability Measures such as Green Campus Initiative, which includes solar power, water conservation, and waste recycling projects leading to cost- saving shall be encouraged.
- The University shall take steps to attract International students and shall strive to have student exchange with international Universities.

6. LEADERSHIP

To hone leadership skills to tackle present challenges and future developments.

- Leadership Development Programs to train the Department Heads, Senior Professors, Professors, and Principals on Leadership, Management, Strategic Thinking, and Conflict Resolution shall be frequently conducted.
- The training for Administrative Staff shall be in a top-down approach. The Deputy Registrars, Assistant Registrars and Superintendents shall be given training once in six months and Junior Assistants once in three months.
- Periodic meetings of the employees with the University administration shall be held to address different concerns and inclusive decision-making/ crisis management.
- Based on the duties and responsibilities assigned to the teaching faculty, the teaching workload shall be adjusted accordingly.
- The University shall enter into MoUs with leading management institutions in India and other prestigious international institutions to offer periodic leadership training programs for senior academic and administrative personnel.
- A leadership training unit shall be established.

7. IT / WEB-BASED MANAGEMENT INFORMATION SYSTEM (MIS)

This is very essential to cope with the technological development and needs.

- There shall be a centralized portal to collect feedback from all stakeholders (Students, Faculty, Administrative Staff, Alumni, and Parents) and analyze it using appropriate software.
- The number of CCTV cameras shall be increased for safety and security in the campus.
- Smart Cards shall be issued to all University employees and students to access different services, such as the Health Centre, IT Services, and the Library.
- Initiatives shall be taken to supplement classroom teaching with technology assistance in virtual space.

8. RISK MANAGEMENT ANALYSIS

This is necessary to maintain safety with respect to legal, financial, natural disasters, environmental hazards, etc.

- The University shall carry out comprehensive risk assessment, analysis, and management throughout the Institution and its constituent colleges.
- The University shall conduct periodic workshops on cyber-security environmental sustainability.
- Shall frame a Policy for risk assessment.
- Steps shall be taken to preserve the landscape of the University and maintain the eco-friendly campus to ensure the survival of peacocks and deer.

9. EXTERNAL ADVISORY BOARDS

To seek help for the overall development of the Institution by gathering advice from various representatives of the stakeholders.

Every Committee of the University has one or more external members. These external members take an active part in all the deliberations and provide strategic guidance by offering inputs.

10. STUDENT FEEDBACK

This is mandatory for monitoring, improving social perception, and upward development.

- The University shall conduct workshops and sensitization programmes to educate students and faculty members on the importance of upward development.
- A systematic institutionalized mechanism shall be designed for taking students' feedback periodically to ensure the satisfaction of students.
- Steps shall be taken to obtain 360-degree feedback in a regular manner every year for all faculty and consistently monitor and act upon the observations.
- A dedicated feedback analysis committee shall be established to monitor and analyse the pertinent points emerging out of the student feedback and to address such issues.
- Student feedback shall be used to strengthen the teaching-learning and administrative process.
- Student feedback shall be thoroughly analyzed using advanced software, facilitating the University to identify the areas for further improvement prioritizing the interests and needs of the students.
- A thorough analysis of student feedback shall certainly enhance the social perception of the University.

B

**FINANCIAL ENABLERS
AND FUNDING MODELS**

B. FINANCIAL ENABLERS AND FUNDING MODELS

OVERVIEW

Any HEI can sustain itself in the long run if the financial position is sound and it has viable plans to enhance the funding for quality research and sustained growth. All the money spent by the HEI need not be considered as expenses. A substantial part of the money spent has to be considered as an investment. Financial enablers are pivotal to any HEI. The better the investment in research and development, the better will be the chances of sustainability. To invest in research and development, the HEI needs to generate funds from various sources. The primary responsibility lies with the Government to take care of the day-to-day activities, whereas the HEI can concentrate on building its Corpus, thus ensuring the financial viability of the University. The money generated and saved as a corpus will help the institution to concentrate on the holistic development of the institution. Any policy change by the sponsoring government or its agencies can be managed well if the institution is self-sustained, financially. The HEI has to concentrate on the following financial enablers prudently to ensure self-sustainment. The farsightedness shown in adapting to these enablers will ensure the growth of the institution in all aspects of its management. Financial Management Decisions are to be taken carefully, keeping in mind the future of the institution.

1. FINANCIAL POLICIES

- A clear-cut policy on the Financial Management System of the HEI has to be framed, giving clear directions to all activities involving money. Ambiguity in any form has to be avoided at any cost.
- The roles and responsibilities of each and every stakeholder of the institution have to be clearly laid down. Any deviation from the system established has to be dealt with seriously.
- Transparency, decentralization, and reduction in discretionary powers are to be made as integral parts of the Financial Management System.

2. ACTION PLAN AND BUDGETS

- The aforementioned policies have to be translated into Yearly Action Plans and Financial Budgets. Sources and Uses of funds are to be earmarked clearly.
- Revenue Centres and expense Centres are to be identified.
- Funds have to be allotted for various departments based on the revenue they generate / student strength / nature of the department and not as a blanket / uniform amortization of funds.

- Action Taken Reports on the Funds allotted and Funds utilized shall be reviewed quarterly and the Vice Chancellor shall be required to hold meetings with the Academic Heads, the Administrative Heads, and the Finance Officer to review the Financial Position.

3. MAIN SOURCES OF REVENUE TO BE DEVELOPED

- As the HEI cannot rely on the support of the Governments and agencies alone for fund allocation, it should identify various sources of revenue. Clear heads like Affiliation, Research and Consultancy activities, Academic fees at all levels, Distance Education in various forms using technology, and Examinations are to be strengthened and pilferages shall be stopped at any cost.
- While concentrating on revenue generation through various activities, care shall be taken to deliver the appropriate service at the appropriate time, too.
- Only if world-class, fool proof services are provided, these sources can be used for the generation of funds, out beating the competition from the other HEIs, be it Public or Private, in the long run.

4. CLOSE LIAISON WITH GoI MINISTRIES / AGENCIES AND OTHERS FOR FUNDING

- The HEI shall concentrate on PR activities and ensure that the image of the institution is maintained in the higher offices of the Education, and research and innovation system. The visibility of the University has to be increased and taken beyond its vicinity by having collaborative programs with the funding agencies. All Science departments shall be encouraged to become UGC / DST funded departments through one scheme or the other and all Humanities departments shall be encouraged to become UGC / ICSSR funded departments within the next five years.
- The schemes announced by various agencies have to be disseminated to the faculty members in time. Time elapsed in internal communication between the authorities and the administration shall be avoided by making the communication system into simple form.
- Proper liaison work with the Corporate shall be brought as a regular activity of the University.
- A separate cell shall be created for enhancing industry relations and to tap CSR funds and to utilize the funds effectively by the HEI, which will improve the financial position.

- Grants from Government Agencies or the Corporate can be used for one-time investment and self-generated funds can be used for recurring expenses like maintenance and such other activities.

5. ACCESS TO EXTERNAL GRANTS AND FUNDING

- Flexibility is to be provided in approaching the funding. Exchange programs, Twinning programs, and Collaborative programs with Companies on specific areas of research and development shall be encouraged.
- These can be used as resource-generating activities of every department.

6. INTERNAL REVENUE GENERATION SCHEME IN EACH DEPARTMENT

- Self-help is the best help one can have. Each department can be encouraged to present its ideas, customized to its area of expertise, and identify various sources of revenue generation. Even a revenue-sharing model can be developed, where the revenue could be shared between various stakeholders in a particular ratio.
- Such novel ideas can be rewarded suitably and publicized to improve the perception towards the department and the HEI, positively.

7. FINANCIAL/INVESTMENT COMMITTEE

- All the inflow and outflow of funds shall be monitored properly by integrating technology at each and every point of transaction.
- A committee can monitor how the inflow can be generated and another committee can be assigned the task of utilizing the funds properly in different investment avenues and ensure proper yield.
- These committees along with the key administrators and authorities have to discuss the outcomes in-depth, periodically, preferably, half-yearly.

8. STAFF PROVIDING FINANCIAL SERVICES

- The Audit services need not be done by the mandatory Government agencies alone. A separate Internal Audit team can be constituted and they can be assigned the task of monitoring the financial activities of the university and helping the administration to stop any pilferages in the system.
- Periodical audits can prevent further damages, if any, in the future, by analyzing the activities in the past. Suggesting corrective measures would be the right outcome rather than being a fault-finding exercise.

C
ACADEMIC ENABLERS

C. ACADEMIC ENABLERS

To promote human resources for nation building with global citizen character, academic enablers purport to create a learning ecosystem where student-centric personalised learning is the methodology for knowledge-accumulation, professional skills-development, mental-wellbeing, social-conscious and technology-adaptation. Components of the academic enablers are programmes, board of studies, curriculum, courses, course teachers, evaluation, and faculty updation. Measures to improve qualitatively and quantitatively shall be implemented phase-by-phase over the next fifteen years. Expansion of the University shall be planned by the creation of new centres and these centres shall pave the way for inter-, multi-and cross-disciplinary programmes.

1. PROGRAMMES

Certificate, Diploma, and Degree Programmes offered are tailored for targeted employability, career promotion, and development possibilities in compliance with the National Credit Framework (NCrF).

- Programmes offered by different faculty through coordinating Schools and functional units as Departments. Creation of new and innovative faculties through coordinating centres and functional units as Nodes / Cluster is to be in phase with pragmatic shifts happening in academia. The mandate of the centres is focused on multidisciplinary and interdisciplinary research which paves the way for the creation of multidisciplinary and interdisciplinary programmes. Many nodes are functional units of centres that harbour specialised sharing of knowledge and research skill among a few faculty members.
- Multi-disciplinary programmes are carved out of intra-school department courses (Examples: Materials Science and Technology from Physics and Chemistry, Horticulture from Plant science and Environmental science, Actuarial Science from Mathematics and Statistics)
- Inter-disciplinary programmes/certificate courses are weaved out of the topics of the courses from different programmes with the creation of new centres (Examples: Phyto compounds from Plant Science, Chemistry, and Biotechnology, Climate Sustainability from Environmental Science and Biotechnology, Cloud Computing from CITE and CSE, Chartered Accountancy from Commerce, MBA, Economics, etc.)
- Cross-disciplinary programmes/certificate courses aimed for perspective changes (Example: Water management)

2. BOARD OF STUDIES

To frame progressive and updated syllabi, a robust Board of Studies (BoS) is essential for revamping the course content that synchronised with developments in the respective disciplines. A well-charted protocol for convening BoS is an important best practice to be followed in its entirety.

- BoS shall be constituted with a broad spectrum of experts from National Institutes / Laboratories, Central / State / Private Universities, Industries / Government, Employers, and Alumni.
- Feedback shall be collected from the stakeholders such as Students, Alumni, Employers, Teachers, and Parents and analysed. A report shall consist of the analysis of the feedback, placement details of the just passed out students, and a statement of intent for the revision by the Chairperson shall be communicated to place before the Deans Committee for approval to convene the Board of Studies.
- Courses shall be allocated to a pair of members for the revision of the course content and the final version of the course shall bear the names of the pair of members / member.
- Revised course content along with a filled-in questionnaire shall be submitted to the Chairperson, BoS by the pair of members / member.
- The Chairperson of the BoS shall convene a meeting after receiving approval from the BoS section, to revise the course contents. Further, the finalised syllabi shall be sent to two renowned experts, who were in service in the recent past, in the discipline for the suggestion. Their suggestions shall be incorporated accordingly.
- Revised syllabi received from the Chairperson of various BoS shall be placed before the Standing Committee on Academic Affairs for approval.

3. CURRICULUM

Academic courses are contextually relevant to the social, economic needs of local, national, regional, and global by inheriting the aspects of multi-disciplinary, interdisciplinary, and cross-disciplinary. In the past, the curriculum was focused on discipline where the boundary between disciplines was clear. Now, the curriculum is diverging to accommodate a lot of skills required for the contemporary global world and leading to multi-disciplinary studies.

- The curriculum is composite in nature as it consists of core, elective, project, field trip, internship, entrepreneurship, skill, vocational, career-choice courses (CCC), Indian and Tamil knowledge system, and fine arts.

- The credit of the core, elective, and research / field-project and internship of any programme shall not exceed 70%. The remaining credits shall be allocated to entrepreneurship, skill, vocational, career choice courses, Indian and Tamil knowledge systems, and fine arts.
- Every course needs to be integrated with tutorial / practical / field visits. Equal contact hours and credits among courses are desired.
- Electives are advanced content of the core courses that are commensurate with the specialisation of the faculty members. Plenty of electives provide an opportunity for academic flexibility to students.
- Skill and vocational courses are assigned with revised National Skills Qualification Framework (NSQF) skill levels in compliance with teaching and evaluation enshrined in UGC guidelines.
- A common entrepreneurial course shall be evolved to provide exposure to choose entrepreneurship as a career path and passion-driven students shall be followed up by the Centre for Entrepreneurship Development (CED).
- Career-choice courses are common courses for all students across all programmes. These courses are designed to prepare the students for competitive examinations. These are optional courses and therefore extra-credit in nature.

4. COURSE TEACHING

To improve the efficacy of the teaching, a blended mode of learning by the students and continuous assessments are essential and thereby charted programme outcomes shall be attained. Therefore, the technology shall be used to the fullest possible extent to assist the conventional pedagogical methods. The technological gadgets shall be installed in the classroom in a phase-by-phase manner. The comfort feeling understanding evolves in learners when they connect new knowledge to that already learned in previous years. The role of the course teacher has changed with time as a course facilitator. Hence, present-day teachers have to broaden their views on teaching and assessment of students.

- Each course needs a prerequisite for smooth connection and grasp of the concepts and therefore assessment through Google forms and rubrics that enable the course teacher to pitch introduction to the course. In order to do that delineation of concepts, definitions, formulae, and description parts of the course content is a necessary step.

- A concrete introduction to course contents and its connection to various other courses of the programme and connection to what they learned at in earlier age are the utmost important aspect to develop an interest on students.
- Course teachers shall have hour-wise lecture plans for the effective delivery of the course contents.
- Assignment from exercise problems from text and reference books shall be assigned periodically for smooth learning, which provides an opportunity to gauge his understanding.
- Blended mode of teaching of the courses with the use of the Internet of Things, Augmented Reality, Virtual Reality, and Artificial Intelligence tools since the present generation of students are digital era students. Physical enablers address the creation of technology-enabled classrooms.
- Seminar topics shall be assigned to students as the extension of the topics that were learned from the course contents.

5. SKILL COURSES

In addition to the existing skill Courses in the curriculum, new courses are to be included.

- Acquiring skill-based knowledge through specialized courses has become essential in today's technology-driven world.
- Investing in skill courses empowers individuals to adapt to changing job market demands, pursue entrepreneurial ventures, and unlock new career opportunities.
- Many skill-based courses shall be offered as certificate courses so that students have the choice to acquire the skill as per their interest.

6. CENTRE ENTREPRENEURIAL DEVELOPMENT

To promote interest among students to become an entrepreneur is a National Mission, for the creation of business models, and creation of employment opportunities for every student. Successful entrepreneurs have emerged from the southern region of Tamilnadu and that pride shall be transferred to the students to motivate them.

- To design a common entrepreneurship course across all programmes to create a path for effective implementation.
- As the follow-up of the course outcome, interested students and alumni shall be provided necessary guidance to create start-ups.

- A hall of fame of successful entrepreneurs from CED would serve as ideal initiators to sow entrepreneurial seed in the young minds.
- Periodic competition for students across different faculties shall be conducted and results declaration be aligned national commemorative such as technology or entrepreneurship day.

7. VOCATIONAL PROGRAMMES

Vocational programmes that presently cover the section of students registering only for certificate and diploma programmes offered by the University be extended to regular students too. The Directorate of Vocational Education (DVE) shall take up admission in the main campus similar to the Directorate of Distance Education, for the programmes whichever is feasible.

- Programmes offered by the DVE are assigned by the NSQF descriptors and the UGC has published revised-NSQF descriptors. Therefore, appropriate measures in compliance with revised-NSQF shall be implemented.
- Physical infrastructure shall be created akin to that of DD&CE and organisational protocol shall be strengthened to broaden the beneficiaries.
- Regular students shall be allowed to take these courses as extra-credit optional courses and shall also be accommodated as certificate courses.

8. MOOC / ONLINE COURSES

M. S. University is one of the front runners on the implementation of MOOC / ONLINE courses and shall also be taken to next level.

- The high examination fee of MOOC courses is the main problem to extend MOOC / Online mode to core courses also. Therefore, steps shall be taken to tap government sources / philanthropist for the partial payment of the examination fee.

9. CAREER CHOICE COURSES

It is a fact that a reasonable number of students choose Government jobs as their career. After completion of the programme, they venture into training through private coaching centres to get success in competitive examinations.

- “Training brings success” is a methodology to clear the competitive examinations. Therefore, conducting periodic online examinations for the students and sharing the answers with explanations as per the pattern of the different tests will help the students in succeeding the competitive exams.

- Many of the faculty members are actively participating in TNPSC examination-related works and groups of faculty members shall be formed and CCC shall be floated as courses, as extra credit courses.
- These courses shall run during vacations. Evaluation and grading shall be done at the beginning of odd semesters.
- As these competitive examinations are MCQ in nature and therefore complete automation of practice test and final assessment shall be explored to increase revenue for the University.

10. INDIAN AND TAMIL KNOWLEDGE SYSTEM COURSES

India's rich cultural heritage and Tamilnadu's distinct intellectual traditions offer a treasure trove of knowledge systems waiting to be explored.

- Courses rooted in Indian and Tamil knowledge systems such as Ayurveda, Yoga, Siddha medicine, and Tamil literature provide a unique opportunity for learners to delve into the country's ancient wisdom.
- Department of Archeology may be strengthened with more trained faculty and the students may be encouraged to learn the ancient Tamil language 'Tamizhy'.
- The expertise of retired Archeologists may be used to excavate treasures from Athichanallur.
- Tamil Knowledge system shall be propagated among the student community such as Panchangam and related Astrology in order to unearth the pre-colonial era Tamil knowledge.
- Experts in the fields like the aforesaid shall be used as Professors of Practice.

11. FINE ARTS COURSES

Fine Arts courses provide a platform for self-discovery, enabling learners to convey emotions, ideas, and experiences through a universal language.

- Various courses like painting, sculpture, photography, music, dance, theatre etc may be offered.
- Whether pursued as a passion or profession, fine arts courses have the power to enrich lives, spark imagination, and inspire new perspectives.

12. ATTENDANCE

Learning is similar to small saving and continuity is an essential requirement for thorough learning. Therefore, monitoring of the students' class attendance is a paramount activity.

- Technology-enabled centralised marking of students' attendance shall serve two purposes. One is to monitor the students' continuity and the other is to keep track of the course teacher's commitment to class hour teaching.
- Technology-enabled centralised attendance monitoring data shall be fed to the office of the Controller of Examination for the internal mark entry system which shall be a fair and best practice of the institution.

13. COURSE EVALUATION

Course evaluation is a crucial process that enables learners, educators, and Institutions to assess the effectiveness and quality of a course.

- Through systematic evaluation, stakeholders can gather valuable insights into course strengths, weaknesses, and areas for improvement.
- This process involves collecting feedback from learners, analyzing course outcomes, and reviewing curriculum content.
- By evaluating courses, educators can refine their teaching methods, update course materials, and enhance the overall learning experience.
- Institutions can use course evaluation data to inform strategic decisions, allocate resources, and maintain academic excellence.
- It is essential to ensure that courses remain relevant, engaging, and aligned with learner needs, leading to better learning outcomes and increased student satisfaction.

14. GRADING

A robust grading gauges the teaching, learning, and evaluation process.

- To ensure such a grading system, a periodic review in tune with the best practices across the world shall be conducted.
- Proper weight shall be given to the nature of the courses and delineation shall be based on the grades earned from the core discipline-related courses and from that of skills, entrepreneurship, vocational, fine arts, and Indian & Tamil knowledge system courses.
- The review of the pros and cons of such a system can be carried out by large academic committees and forums.
- The final recommendation shall be implemented in the template of mark statements. This enables academic flexibility for the students.

15. ACADEMIC TECHNOLOGY ADAPTATION COMMITTEE AND SECTION

- Technology shortens the time required for academic tasks. Therefore, creation of section is the need of the hour to monitor technological developments in academic sectors. It shall have teaching and administrative staff as members.
- The section is responsible for implementing IOT, AR, VR, and AI tools enabled teaching in a phased manner to all the departments.
- The section shall monitor the students' attendance and obtain course-wise feedback on the course teacher.

16. CENTRE FOR FACULTY DEVELOPMENT

Qualified, foreign-experienced, and committed faculty members are the axis of academic institutions and therefore periodic recruitment of faculty members with diverse specializations is essential for institution expansion and progress.

- The university shall facilitate the faculty members to attain orientation and refresher course requirements stipulated in UGC guidelines that are in force.
- The university shall mandate completion of webinars/crash courses related skills augmentation related to IOT, AI-tools, E-content and MOOC course preparation, etc. through ONLINE and gauged in annual increment appraisals.
- The university shall periodically organise workshops on course content development aligned with LOCF, question paper setting in line with Bloom's taxonomy, attainment calculation, etc.
- University shall sensitise the faculty members on UGC policies and National and State missions released time-to-time.
- University shall arrange semester-wise and course-wise feedback on the teachers with close-ended and open-ended questions for refining the teaching skills of the teachers.

17. CAREER GUIDANCE AND PLACEMENT CELL

The existing Career Guidance and Placement cell has to be strengthened.

- This cell plays a vital role in empowering students to make them aware of career choices and assist their transition smoothly into the professional world.
- This cell should provide a comprehensive range of services, including career counseling, resume building, interview preparation, and job placement assistance.
- By leveraging industry connections and alumni networks, the cell facilitates internships, apprenticeships, and full-time employment opportunities for students.
- It helps students to unlock their potential, achieve their career aspirations, and become valuable contributors to the workforce.

D

**THE RESEARCH AND
INTELLECTUAL PROPERTY
ENABLERS**

D. THE RESEARCH AND INTELLECTUAL PROPERTY ENABLERS

OVERVIEW

Any Higher Education Institution (HEI) will be evaluated based on the research output it generates, right from the inception of the University. Usually, colleges are recognized as teaching institutions, and universities are considered as research institutions. In the recent past, this scenario has changed a lot and many colleges have outwitted the universities in research activities and many universities have become teaching institutions to improve their student intake, sustain financially, and participate in many of the ranking frameworks. This overlapping is inevitable and the universities shall always strive to concentrate on research activities and build their own empire filled with Intellectual Properties as the outcome of continuous and enriched research activities. Conferences and Publications are by-products of Research activities. Hence, every HEI, especially Universities has to concentrate on Research and Intellectual property enablers to uphold the image of the University and give due weightage to their Institutional Development Plan and implement every activity propounded in it. A proper evaluation system shall be in place to monitor the implementation of the plan in letter and spirit and proper corrective measures shall be a part and parcel of the IDP to ensure the growth of the institution and the development of a good perception of the institution among all the stakeholders of the University. Taking the UGC Guidelines for Institutional Development Plans for Higher Education Institutions issued by the University Grants Commission as the base document, the following enablers are identified for Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, and India.

1. QUALITY RESEARCH

- Establish a state-of-the-art research park in the University in the next five years to ensure all the research activities done by the faculty, research scholars, and students are properly documented and taken to the next level as a legacy of every lab / department / school.
- As interdisciplinary research is the order of the day, efforts shall be taken to ensure that such collaborative research activities are converted into business proposals / research proposals for ties up with Institutions of National Importance. This will improve the visibility of the University in the research arena.

2. RESEARCH ORIENTED EXPERIENCED FACULTY

- Faculty shall be given the liberty to undertake research works in collaboration with other faculty members / departments / colleges / universities / research institutions,

Industrial establishments and such other activities shall be given more weightage than normal teaching activities.

- Even while recruitment, research-inclined faculty members shall be given priority over others and they shall be encouraged to do research work.
- Faculty members who develop affordable or disruptive technologies and have a self-sustaining model shall be continuously encouraged with research awards.

3. API-BASED FACULTY COMPENSATION

- The present API system has to be looked into to probe the possibilities of giving more weight to research output without any cap. The performance appraisal can be linked to research output, higher impact shall be compensated with higher incentive.

4. TARGETED RESEARCH AND COLLABORATIVE RESEARCH

- Rather than benchmarking against the existing best institution in the country or the world, the university can think tangentially and create a niche area to take up concerted efforts to conduct research.
- For example, in Languages, Social Science, Business Studies, Media, Computer Science and ICT, Criminology, Mathematical and Computational Sciences, Physical and Chemical Sciences, and Biosciences, a unique area can be identified and intensive research can be promoted.

5. DOCTORAL AND POST-DOCTORAL RESEARCH

- As far as the Doctoral research is concerned, the university has to follow the rules and regulations laid by the UGC and Government of Tamilnadu, from time to time.
- Hence, the University shall concentrate more on Post-Doctoral Research Work. Industry-competitive and attractive financial assistance to promising researchers is a prerequisite for effective post-doctoral research. Until and unless this is done, this enabler cannot provide the required output to enhance the research output of any HEI.

6. FACULTY ENCOURAGEMENT FOR BOOK PUBLICATIONS, RESEARCH PUBLICATIONS AND PATENTS

- Every faculty member shall be incentivized for every book or research work published or patent granted.
- These incentives can be generated from the funds generated by project works / consultation work done by the faculty members.

7. CONFERENCES

- Networking with like-minded people only can expand the horizon of research and one such way to create a good networking system is the conduct of conferences, both national and international.
- Each Department shall be required to conduct at least one Conference every year and one truly International Conference every two years. (Not only the resource persons shall be from abroad, the participants too shall be from abroad)

8. STUDENT INVOLVEMENT IN RESEARCH

- Research shall be inculcated as a habit of the student's right from the UG / PG programs itself.
- For this to happen, each and every program shall have a Research Project as a part of the curriculum, which is scalable to Doctoral and Post-Doctoral research works, which could result in Patents, too.

9. INDUSTRY AND INSTITUTIONAL COLLABORATION & CONSULTATION

- The end user of any research is the industry that converts research outputs into products / services to be offered to society. Hence, the end users too shall be included as stakeholders in the process of research.
- For this to happen, Industry Institution Interaction (III) is a must at all levels. Give and take of recent developments and best practices, could be used as input for framing the syllabus and enhancing the quality of classroom discussions. In turn, the academic world will turn out industry-ready candidates thus saving their training costs. Understanding each other's requirements through such interactions would bridge the gap between theory and practice.

10. UNIVERSITY INCUBATION CENTRES

- Any research outcome has to be showcased to the prospective end user, be it, the industry or the common citizen. A perfect platform to showcase one's research ideas and enhance their scalability into a perfect business idea is Incubation Centres. The University shall ensure regular activities to monitor the outcomes of the Business Incubation Centre, periodically.

11. UNIVERSITY PUBLICATION THROUGH ITS PRESS

- The University Publication division shall be strengthened and the faculty members shall be guided properly to publish their research work through University Press / Publication division. This will discourage them to approach or to be approached by fly by night publishers and thus questioning the academic integrity.

12. UNIVERSITY PUBLICATIONS & CITATION SERVICE

- Today top 2 % of scientists in a particular field of study are identified by Stanford University only. This itself is a vital reason to strengthen the Publication services of

Manonmaniam Sundaranar University by publishing quality articles and taking efforts to get it indexed by UGC CARE, Scopus and Web of Science and such other Indices.

13. PATENTING UG & PG PROJECT OUTCOMES IN PROFESSIONAL SUBJECT AREAS

- Rather than having projects at both UG and PG levels as curricular requirements, the research acumen shall be made an integrated part of the academic culture of the University. This can be achieved only if the results of the research projects are innovative and convertible into business ideas. To protect the ideas of the students and to further motivate the other students, obtaining a patent for the research outcome is imperative.
- Each and every patent obtained by the students, research scholars, and faculty members shall be recognized by giving awards, both in cash and in kind.

14. VALUE-ADDED SKILL ENHANCEMENT COURSES

- To make the students transform from the classrooms to corporate in a seamless manner, skill development initiatives shall be taken by every department of the university. One size - Fit all, attitude shall be shed away and tailor-made Value- Added Skill Enhancement Courses shall be developed by each department for each semester of every program offered by them. These Value-added courses shall be the Unique Selling Proposition (USP) of the university, showcasing the uniqueness of the students of this university.

15. OTHER ACTIVITIES AS PART OF LEARNING

- Learning shall be holistic and it has to be ensured that learning beyond the textbooks is a must. Various facets of the pedagogy shall be explored by every department and any activity outside the normal chalk-and-talk method is welcome. Faculty members shall be motivated to innovate and implement such new initiatives which would later become best practices of the university.

16. EARN WHILE LEARNING FACILITY & FLEXIBILITY

- Flexibility is the order of the day. The student community shall be given the appropriate environment and necessary facilities to earn while learning and gain financial independence. This will be achieved if some leverage is provided to the students. They shall have some flexibility in class time, and entry and exit periods.

17. FLEXIBILITY AND MULTIDISCIPLINARY APPROACH

- The interdependence of various fields of research has become inevitable and none can claim that a particular field of research is independent of any other stream of knowledge. Hence, a multidisciplinary approach is to be encouraged and collaborative research work shall be given priority in all aspects of academic pursuits.
- Programmes, be it UG, PG, Doctoral, or Post-Doctoral, shall have multidisciplinary components in any of the input, process, or output components.
- Reforms shall be made in a phased manner to accept students from multidisciplinary streams for admission, flexibility in course selection, and job opportunities in the institutions based on the dominant skills exhibited which were gained through such a multidisciplinary approach of study.

18. OPPORTUNITIES TO DEVELOP & UTILIZE RESEARCH INNOVATIVE THINKING SKILLS.

- As the university is the citadel of learning, it shall provide an environment where innovative thinking skills can be nurtured and nourished in a due course of time.
- Proper infrastructure with regular maintenance and adequate faculty members with research acumen who can imbibe research as an attitude into the student community are two important pillars of enabling research in the university.

E

**HUMAN RESOURCE AND
SUPPORTIVE–FACILITATIVE
ENABLERS**

E. HUMAN RESOURCE AND SUPPORTIVE–FACILITATIVE ENABLERS

This section contains two dimensions that are closely related viz., Human Resource Management and the emotional strength of supportive and facilitative enablers.

I. HUMAN RESOURCE ENABLERS

The greatest strength of a University lies in the Human Resources it has. By fostering a culture of continuous professional development and skill enhancement, the University aims for academic excellence and institutional resilience. It aims to create a dynamic and inclusive environment to empower its faculty, staff and students for continued excellence in their respective field.

1. STUDENT AND LEARNER ENABLERS

This aims to streamline the student admission process, provide merit and equity-based financial aid, and implement robust academic advising, mentorship, and tutoring programs to go through the educational paths successfully.

- Strengthen the existing admission portal to provide clear and real-time updates on application status, selection criteria, and seat availability.
- Conduct targeted outreach programs to underrepresented regions, communities, and economically weaker sections, promoting awareness about the University's admission policies and scholarships.
- The University shall augment various scholarship and endowment programs to support economically disadvantaged and marginalized students.
- The University shall strengthen the Mentor - Mentee programme as per the UGC guidelines.
- Develop internship and job-focused counseling strategies, and hire career advisors in selective departments to pilot the initiative.
- Implement a system where leadership skills shall be considered to enable the involvement of the students.
- Identify and reach out to alumni to mentor students.
- Launch of new scholarship programs and expansion of financial aid to include merit-equity support.
- Provide career advisors and organize workshops on interdisciplinary career paths, resume writing, and networking.

- Conduct group discussions at regular intervals.
- Implement data analytic tools to assess students' holistic profiles, identifying potential candidates who excel in both academics and extracurricular, while also promoting diversity.
- Expand admissions to include a greater number of international students from diverse cultural backgrounds, enriching the global experience for students.

2. STAFF EMPOWERMENT ENABLERS

This aims to adopt a competency-based recruitment of faculty in Higher Education Institutions. In accordance with their Institutional goals, continuous professional development opportunities that encourage staff growth, satisfaction, and retention are to be provided.

- Strengthening the structured rotation system, where faculty members periodically switch roles in committees and societies, allows for equitable distribution of responsibilities.
- Conduct CAS promotions in regular intervals and implement steps to simplify and unify the process of giving promotions.
- Recruit and engage top talent persons from international academic and research communities keeping in mind the specializations that are already available in the Departments and those that are needed.
- Encourage faculty members to take on roles that align with their professional growth and leadership development.
- Encourage faculty to attend professional development programs and provide necessary support for the same.
- Promote faculty exchange programs in collaboration with national and international universities, facilitating knowledge sharing and global exposure.
- Promote cross-departmental collaboration between allied disciplines.

3. FACULTY AND RESEARCHER ENABLERS

Aims to implement transparent recruitment and appointment, to offer facilities for continuous professional and pedagogical development, and to create mechanisms to give promotions on time.

- Establish a streamlined system to monitor the progress of the Research Scholar.
- To provide a conducive environment for both the research scholar and the supervisor to pursue research.

- To encourage quality research by establishing methodologies for recognition.
- To continuously implement standardized measures to insist and maintain quality in research.
- To establish best paper awards for both the faculty and the scholar.

4. CROSS-FUNCTIONAL ENABLERS

Aims to set up Recognition and Reward Systems, conduct Resilience and Well-Being Programs, and create Leadership and Collaborative Opportunities.

- To create Awards for innovative research and high-impact factor publications.
- To conduct regular medical camps and mental health programs for the well-being of the employers.
- To encourage interdepartmental collaborative research and intercountry collaborative research.
- To regularly organize training programmes on digital tools and software to enhance administrative efficiency.

5. STRATEGIC FUNDING AND EMOTIONAL SUPPORT ENABLERS

Aims to cultivate funding strategies and incubation grants to provide emotional intelligence training and establish support networks to aid students and staff.

- To encourage departments to contact philanthropists to establish chairs and endowments in their respective departments.
- To encourage faculty to apply for more projects and to ensure that implementing projects in the University setup is made easy.
- Strengthen the alumni network for more financial support.
- Taking steps to think of all possibilities to enhance income generation.
- Regularly assess and improve the grievance redressal mechanism based on faculty and nonteaching staff feedback.

6. ENABLERS FOR PEDAGOGICAL INNOVATION

Aims to promote teaching excellence through specialized fellowships and programs that encourage innovative curriculum design, using the latest educational technologies.

- Promote excellence in Teaching-Learning through innovative and ICT-enabled pedagogies.
- Establish pedagogies and practices for Problem-Based Learning(PBL) for PG.

- Encourage Faculty and Students to indulge in Hands-on practical activities.
- Establish an audio-visual studio for augmenting Teaching-Learning Process.
- Encourage Faculty to design course-specific online modules for the benefit of learners.
- Utilize the “in-house” Audio-visual Studio to develop University-specific faculty-led MOOCs.

II. SUPPORTIVE- FACILITATIVE ENABLERS – EMOTIONAL STRENGTH ENABLERS

- **Accessibility/Proximity** - Will train all the employees to maintain a cordial relationship with the stakeholders and to be always readily available and easily approachable.
- **Rich Communication** – Shall take steps to develop interactive communication. Messages shall be conveyed properly and steps shall be taken to ensure that the messages reach the persons concerned and are understood by them in the proper sense as they are intended to. All the recently available media of communication shall be used.
- **Role Model** - Shall improve the performance in all the sectors and departments of the University, so that the entire system functions with utmost perfection. In this way, the University shall be a role model for other Higher Educational Institutions.
- **Institutional Values** - The Institutional values are set in accordance with the needs of the stakeholders. They are framed so as to guide the behaviour and decisions of all stakeholders.
- **Vision-** A well-articulated and ambitious vision is framed keeping in mind the local needs to encourage forward thinking and to plan for future opportunities.
- **Trust among stakeholders and outsiders-** Shall ensure to promote a sense of unity, responsibility, and commitment among all the employers so that their performance creates trust among stakeholders and outsiders.
- **Institutional traditional Rituals** - Shall uphold the traditional rituals of the local society, in order to develop a strong bondage between them and the university, days like Foundation Day can be utilized to conduct outreach programs that will benefit the local society.
- **Alternative Strategy and support network-** Has various subcommittees to solve the issues that raise while implementing strategy plans and have backup plans to ensure uninterrupted academic services. This system can be followed in the future also.
- **Goal setting in every student** - Each student has a mentor to guide them in setting goals and to help them attain their goals. The existing Mentor-Mentee system shall be strengthened.

- **Safety and security-** Shall take steps to fit CCTV Cameras in every corridor of the Departments and important places. Entry into the campus is monitored with strict vigilance.
- **Search for proximity-** Acquaintance between students is promoted by conducting welcome meetings for juniors by seniors and farewell meetings for seniors by juniors. All the Department events are collectively organized by all the students and staff. All cultural and departmental functions shall be organized by staff and students collectively.
- **Legacy of the system-** Organizational hierarchy is always maintained and all the Institution's traditions and cultures are maintained through programs and festivals. This can be achieved by having departmental clubs, programs, competitions, and events which shall be upheld as the legacy of the respective departments.
- **Respect and perception** - Shall perform all academic activities in such a way that every individual stakeholder has a positive perception of the Institution and shall always hold it in high regard.
- **Openness in terms of information** - All the academic activities namely student admission for UG/PG Programmes are done through open counseling / entrance examination following the State Government Reservation Policy. Admission into the Doctoral Programme is also done following the State Government Reservation Policy. Regarding examination, photocopies of their answer sheets are given to students before applying for revaluation. Cent percent transparency is maintained. Further to enhance transparency of all information related to Governance, Financial, Academic, Research, and other activities the minutes of meetings related to these activities may be made public by hosting on the website.
- **Ability to deliver promises** – The University has to deliver all its promises to all the stakeholders in every stage of their interaction with the university. In case of any failure in delivering promises, the grievances are quickly addressed and issues are resolved using the committees set up for the same.
- **Accountability measures-** Shall impose 360-degree evaluation methodology to maintain accountability by imposing additional evaluation measures than the existing hierarchy method of evaluation.
- **Mental health** – Shall appoint a full-time Counselor and shall use the faculty of the Department of Psychology to conduct frequent programs to ensure the mental health of the students.

F

**NETWORKING AND
COLLABORATION ENABLERS**

F. NETWORKING AND COLLABORATION ENABLERS

To accelerate the growth and development of our University, networking of higher educational institutions spread across the globe is desired. On this line, a network of institutions starting from the next campus to institutions across the borders of our country shall be developed with discipline-specific mapping of collaboration on curriculum development and research engagement. Higher educational institutions of varied specialisation such as engineering, medicine, Siddha, agriculture, veterinary, and law are potential institutions for holistic curriculum development. Research collaboration with experts augurs very well for customized and local-centric research for betterment of the society.

1. NETWORK OF INSTITUTIONS IN THE PROXIMITY

- To establish a formal network of HEI in and around the city as the first phase for a feasible exchange of students and faculty through MoU is a workable way. Each department shall aspire to have a MoU with academic institutions in proximity, Pan India level, International, Industry, and NGOs. Programme-specific collaboration shall be made on course content development, research facility sharing, expertise pooling, and identifying avenues for student internship. The exposure gained by the students is invaluable for their career-building.
- A formal protocol for the exchange of students and faculty among the institutions shall be made phase-by-phase with the institutions such as Tirunelveli Medical College and Hospital, Government College of Engineering and Anna Regional Campus University - Tirunelveli, Government Veterinary College - Tirunelveli, VOC Agriculture College and Research institute - Killikulam and such other institutions.
- To evolve inter-disciplinary and cross-disciplinary programmes, mapping the potential institutions the proximity and their domains of overlap with the departments in the University is the best way to move forward.

2. CENTRE FOR INTERNATIONAL COOPERATION

- To cater to the specific needs of the Departments to engage an international academic and research collaboration as per the protocol shall be the prime function of the centre.
- To promote and functionalise international cooperation, an international hostel and associated infrastructure for international students shall be built phase-by-phase.
- Most of the European and American Universities have full-fledged cells, operating with more than 100 international cooperation programs of different natures and efforts may be taken to collaborate with them.

3. ALUMNI NETWORK

- To facilitate lifelong learning and engagement. An Alumni network is one of the main instruments to achieve multiple-pronged objectives. Active alumni involvement in curriculum development is present and has to be continued to customize the course contents.
- To provide motivation, guidance, and path for placement, valuable inputs to the present set of students, it is mandatory that each department shall organise alumni meets, at regular intervals. To ensure the implementation of the same, a calendar shall be created.
- To build infrastructure, contributions from alumni shall be sought to specific expansion avenues.

4. ACADEMIA - INDUSTRY LINKAGE

- To attain cent percent placement for the students of the University, Industry linkage is essential in developing course content that is pertinent to the needs of Industry 5.0.
- To provide an opportunity for the students to have an internship on shop floor of the industry ensuring unparalleled experiential learning this will help them to plan their career.
- To utilise the expertise of the faculty members that are needed for the industry to evolve efficacy in production. This exercise will create academia-industry linkage which shall lead to consultancy projects.
- To engage the industry, an annual meeting of experts from Confederation of Indian Industries (CII) chapters of the four districts shall be arranged.
- To further increase opportunity, industries such as MSME, SIPCOT, SIDCO, and TIDCO shall be roped in developing the course contents.
- To facilitate certain Government departments and central institutes shall be engaged to provide a learning-placement ecosystem.

5. NGO CONNECT

- To reach the unreached is the proud motto of the University and to march ahead with this commitment, society connect is essential, and therefore enumeration of NGOs in proximity and mapping their domains of activity shall be utilised phase-by-phase.
- To extend the Campus knowledge to society and to inculcate the main mandate of education to the students to have a social consciousness and uplift less-privileged fellow countrymen and women.

- To create a harmonious society, the prospective leaders of tomorrow's world and the exposure to the status of society and its needs have to be imbibed by the students through extension and outreach activities.

6. CSR FUND TAPPING CELL

- Universities are increasingly burdened with financial crunch due to thin-downed fee collection from students' enrolment in distance learning because of new rules and regulations. Shrinking of plans and research grants by the Governments. It is known to the government that these Universities are financially strangled. Therefore, it is up to the University to look for financial resources.
- To proceed in this direction, a section may be created to tap the CSR grants from industries, establishment of infrastructure from philanthropists, and convince MPs & MLAs to allocate their Local Area Development Funds to the University.

7. COLLABORATION TARGETS FOR DEPARTMENT AND FACULTY MEMBERS

Working in HEI is no longer a guaranteed job as the educational landscape is continuously changing because of the advancement of AI and IOT-enabled technologies. It is expected to change catastrophically upon arrival of foreign Universities in India. Therefore, it is up to faculty members and the departments to evolve in sync with the demands.

- Each department shall be a part of the Network of HEIs and set an annual target for its active engagement to develop Certificate Courses and new inter-disciplinary and cross-disciplinary programmes. There shall be a target for establishing MoU and fostering international cooperation.
- Faculty members on the other hand shall develop multiple expertise that are needed for the Industry through consultancy and policy framing.

G

PHYSICAL ENABLERS

G. PHYSICAL ENABLERS

The physical enablers are planned to be improved in a phase-by-phase manner with financial support from the Government, Philanthropists, and Alumni.

1. DEPARTMENTAL BLOCKS

To provide individual self-sustained blocks for each and every department that enable the faculty members and the students to function with academic independence and create a unique learning culture, in the next Ten years.

- To prepare an intent for the requirement of classrooms, rooms for regular and visiting faculty members, rooms for research scholars, office room, multi-purpose hall, seminar hall, library space and books, laboratory space and equipment, ICT facilities with lecture recording options, furniture for- classroom, faculty room, office room, library, and laboratory, and other electrical and electronic gadgets, concerning every department by a detailed survey, projecting the requirements for the next 10years.
- To prepare the plan for the required buildings, in consultation with the faculty members of the respective departments concerned.
- To provide the infrastructure as planned by following prescribed procedures, in the next five years.

2. LIBRARY FACILITIES

To provide a centralized facility for every learner to enhance their knowledge with the support of hard and soft copies of books, journals, magazines, newspapers, theses, biographies, encyclopedias, etc.

- To choose the subscription of print and online knowledge bases with respect to the needs of faculty members, scholars, and students, in consultation with the departments in addition to the resources prescribed by the statutory bodies.
- To promote interest in reading, learning, experimenting, and practicing with the knowledge gained.
- To train the users to download the publications in the form of articles, databases, and other relevant knowledge materials from the online resources that permit downloading.
- To create facilities for differently abled learners to offer equal opportunity to learn, as per their will.

- To keep a repository in the library either in printed or electronic form on the downloaded resources.

3. INSTRUMENTATION AND LABORATORIES COMPLEX

To provide a centralized facility for conducting experiments for research and consultation supporting the research scholars of the university departments and other institutions and industries.

i. Experimentation

- To prepare an indent for the required instruments as suggested by the experts in the fields of different streams of study
- To find the sources of funds for the installation of the equipment in the instrumentation complex.

ii. Consultation

- To prepare a list of prospective industries requiring support from the instrumentation center and the expertise of the faculty members and research scholars in experimenting, testing, and commercializing ideas, processes, and products.
- To approach the prospects and institute MoUs for resource sharing.
- To generate income to upgrade and update the instrumentation center, from time to time.

4. STUDENT SUPPORT COMPLEX

To provide a platform for the students to experiment with their knowledge and skills and shape themselves with the guidance and counseling by eminent resource persons, for the world apart from the regular courses they study in the programme through organized efforts.

i. Department of Youth Welfare(DYW)

- To act as a hub for training the students of university departments and affiliated colleges on - skills required for basic living like social skills, computing skills, communication skills, etc., skills required for career development like interview skills, interpersonal skills, learning skills, etc., and skills required for living like fine arts, performing arts, etc., and thereby prepare the students for their overall development of personality.
- To coordinate the wing as University Students Advisory Bureau (USAB) for the students of the University departments that will take the responsibility of coordinating all activities of DYW within the University departments.
- To set up separate rooms with sufficient furniture for conducting training, career and personal counseling, accommodating resource persons, placement activities like conducting exams,

group discussion, and interviews, storing training materials required for cultural activities, and stage for cultural and skill development training.

- To create sufficient space with furniture for the Director for DYW, Director for USAB, and Placement Officer.

ii. Incubation Centre

- To create a full-fledged facility with the latest equipment, ICT facility, and a faculty member to train the aspirants to innovate, percolate innovation, commercialize the innovation for encouraging innovation among students and faculty members.
- To encourage entrepreneurship with the interlinkage between the Incubation Centre and Centre for Entrepreneurship.
- To identify sources of funds from the Government and Angel investors for the continuous development of the Incubation Centre.

iii. Stationary Stalls

- To facilitate the students, faculty members, and visitors a stationary stall with all stationary including the reprographic facility.
- To develop the stationary store into a cooperative store in due course of time.

iv. Auditorium

- To build an auditorium with a capacity to house 4000 people to conduct all sorts of programmes.

5. ASSOCIATION BLOCK

To create a friendly and conducive environment with major stakeholders of the university.

- To build a separate block with separate rooms with office equipment for the functioning of associations relating to the university like the Alumni Association, Pensioners' Association, Students' Union, Faculty Association, Administrative Staff Association, etc., to settle down the issues of the respective members in a peaceful manner.

6. WELLNESS COMPLEX

To upgrade the existing facilities and improve the effectiveness and efficiency of the Health Complex with modernized instruments, equipment, and tools in the health center, open fitness center, and psychological counseling cell.

i. Health Centre

- To maintain the instruments in the health center usable 24X7.
- To appoint regular duty doctor, physiotherapist, and nurses and have a system functioning 24X7.
- To conduct regular camps in the hostels to identify the deficiencies and suggest remedial measures.

ii. Open Fitness Centre

- To make the facilities be used by students, research scholars, faculty members, and administrative staff regularly, before and after office hours.
- To conduct competitions in a regular manner among the users without disturbing the regular functioning of the activities of the institution.

iii. Psychological Counseling

- To upgrade the existing infrastructure with trained counselors.
- To conduct psychometric tests among the students, research scholars, faculty members, and administrative staff at regular intervals and to analyse their stress levels and mindset of them.
- To encourage students to make them understand the reality and improve their life satisfaction.

7. RESIDENTIAL BLOCKS

To build more housing and hostel facilities for the staff, research scholars, and students of the institution.

i. Hostels

- To improve the facilities like recreation, shopping, etc. in the existing hostel campuses.
- To build new hostels for men and women to give an accommodation space of at least 50 Sq.ft per student and 100 Sq.ft per research scholar.

ii. Guest House

- To build one guest house with at least 20 rooms with 200 Sq.ft of space with double occupation.
- To build one guest house with at least 20 rooms with 200 Sq.ft of space with single occupation.
- To build one guest house with at least 10 suite rooms with 400 sq.ft of space with double occupation.

- To build a common dining area that can house 40 members at a time with a kitchen and required staff.

iii. Staff Quarters

- To provide housing facilities for at least 25 percent of the staff with varying facilities as per the cadre as the rent differs as per the cadre.
- To provide recreation and shopping facilities on the campus.
- To install a common water treatment plant for drinking water and hot water.

8. TRANSPORTATION NETWORK

To provide transportation facility inside the campus for commuting between the blocks and to make necessary arrangement for external transportation with the support of own vehicles and public transportation.

i. Public Transport Availability

- To negotiate with the operators of public transportation and make arrangements for frequent transportation facilities to and fro from the institution to Tirunelveli Junction, Tirunelveli New Bus stand, and Alangulam.

ii. Internal Transportation with Cycles

- To negotiate with the sponsors to buy manual-operated cycles and battery operated Two, Three, and Four wheeled vehicles for internal transportation.
- To schedule the vehicle movement and shuttle between blocks as per the requirement.
- To encourage students, research scholars, faculty members, and administrative staff to make internal movement probably by walking or manual operated cycles.
- To encourage everyone to use the battery-operated vehicle, when they could not use cycles.
- To avoid using vehicles operated by fossil fuels as far as possible.

iii. Road Facility

- To build road infrastructure to connect all blocks.

iv. Parking Facility

- To build a centralized parking facility at the entrance of the institution and make the parking of all vehicles of the visitors.

- To build a parking facility for every block as per the requirement.
- To encourage the visitors to use the transport services offered by the institution using battery vehicles.

9. ELECTRICITY USAGE EFFICIENCY

To install sub-meters in all blocks and improve the effectiveness and efficiency of the usage of electricity.

- To prepare building-wise energy requirements and usage for every year.
- To prepare an audit on the usage of electricity
- To prepare a list of equipment to be replaced to save electricity

10. WASTE MANAGEMENT

To prepare a plan to effectively handle the waste coming out of the disposals made by the people inside the institution and waste from the plants and execute it.

- To create a facility for collecting the waste from different places of the institution.
- To place baskets in appropriate places to collect the waste that is segregated as reusable, recyclable, bio-degradable, non-degradable, and toxic materials.
- To extend the facilities available for recycling the waste like Sewage Treatment Plant, Vermicomposting, etc.,
- To make an attractive landscaping in the institution.

11. SAFETY AND SECURITY

To create an environment that is safe and secure for the people who come inside the institution.

i. Fire Fighting Equipment

- To install fire-fighting equipment on all floors of all blocks
- To train the students, research scholars, faculty members, and administrative staff to handle the fire-fighting equipment.
- To place posters visibly, describing the procedure to handle the fire-fighting equipment.
- To check and keep the fire-fighting equipment usable, at regular intervals.

ii. Surveillance camera (CCTv)

- To fix surveillance cameras in places such that the entire area is covered in the view.
- To build a control room for live watching of the camera views.
- To install cameras in the corridors of all blocks with local control panels.
- To analyse the videos that have doubtful movements.

iii. Beats

- To build watch beats in the junction points.
- To regulate the movements of people inside the institution.
- To observe abnormal movements and inform the same to control room, from time to time.

12. CANTEEN

To convert the canteen facility as a promoter of the institution.

- To construct a canteen approachable from the roadside.
- To provide subsidized food as in the existing canteen.

13. BOTANICAL GARDEN

To convert the botanical garden as a promoter of the institution.

- To enlarge the botanical garden into a nursery providing saplings of herbal plants.
- To generate revenue by selling saplings in the botanical garden.
- To offer consultancy on the maintenance of gardens.
- To offer consultancy on organic farming.

H

DIGITAL ENABLERS

H. DIGITAL ENABLERS

The digital enablers are planned to improve the communication process inside as well as outside of the institution using advanced information technology thereby increasing the efficiency, productivity, agility, learning, transparency, and effectiveness in decision-making.

1. ICT COMPLEX

To create a facility for all kinds of information and technology needs of the institution that enables students, research scholars, faculty members, and administration to carry out the day-to-day information transaction as well as long-term storage and retrieval relating to documents and information, in a smooth manner.

i. Data Processing and Documentation Centre

- To design a system for proper flow and control of communication in the institution for appropriate decision-making.
- To provide data and norms to the higher officials for making decisions in an organized manner.
- To store the documents and data on various aspects of the students, research scholars, faculty members, and administrative staff.
- To maintain the records on attendance, day-to-day activities, achievements, special events, etc., relating to the students, research scholars, faculty members, and administrative staff.
- To provide reminders on pending works, alerts on deviations, execution of periodical activities, etc., with monitored automation.

ii. Learning Management System

- To purchase and install instruments, equipment, and tools for creating audio and video tutorials as learning material from the lectures in the classrooms, seminars, keynote addresses, etc. for the benefit of learners in regular, distance, and online mode.
- To create an LMS for the institution where the details on the assignments, class work, recordings of the classroom lecture, and other reference materials are assessed by the learners.
- To train the faculty members to create recordings of their lectures and tutorials using ICT tools and upload them in the LMS.
- To train the students and make them register in the LMS of the institution.
- To maintain a repository of the materials that can be assessed using login credentials by the stakeholders of the institution.

iii. Internet Centre

- To create an infrastructure with 200 computers having uninterrupted power supply and internet connection of at least 100 Mbps for every system.
- To provide uninterrupted internet facility to all blocks with Wi-Fi access to all the students, research scholars, faculty members, and administrative staff with login credentials.
- To create a facility to conduct online examinations whenever demanded for entrance, internal, as well as external examinations for the students of regular, distance, and online mode of the institution and for any agency conducting online examination.
- To provide relevant cyber security protocols in the ICT system to keep the data secure from internal and external cyber-attacks and natural disasters.

2. SYSTEMIZATION

To enable the institution to streamline the activities with less manual intervention and achieve more efficiency through the support of creating an information system and developing a system leading to programmed decisions.

i. Management Information System (MIS)

- To develop a MIS that stores data on students, research scholars, faculty members, and administrative staff and their duties and activities.
- To train the faculty members and administrative staff in updating the data on relevant activities.
- To utilize the MIS for consolidation of data for preparing any type of report required by the authorities, government, and any other statutory bodies or agencies.
- To enable the institution to build the alumni network with updating of data by the alumni through interactive website thereby improve the quality of interaction of alumni with current students leading to better learning and placement.

ii. Automation

- To advance the operation of MIS into automation of activities of the institution.
- To link academic learning with academic evaluation.
- To automate the generation of regular periodic reports and present them in the dashboards of the officers for faster and more efficient decision-making.
- To design a real-time monitoring system on the progress of employees by higher officials.
- To convert the office into a paperless system as far as possible.
- To empower the institution to carry out activities like salary bill processing, admission, fee collection, exam fee collection, hall ticket generation, mark entry, result processing, etc.



மனோம்னியம் சுந்தரனார் பல்கலைக்கழகம்
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Prof. J. Sacratees, Ph.D.,
Registrar

Ref.No : MSU/R/M&E/Ind.Devel.Plan/Nominated/2024

25.10.2024

To

1	Dr R. Kala, Member Syndicate & Professor Department of Mathematics Manonmaniam Sundaranar University, Tirunelveli - 627 012.
2	Dr G. Annadurai Member Syndicate & Professor Paramakalyani Centre for Excellence in Environmental Science Manonmaniam Sundaranar University, Alwarkurichi - 627 412
3	Dr.S. Madhavan Professor Department of Management Studies Manonmaniam Sundaranar University, Tirunelveli - 627 012.
4	Dr. N. Rajalingam Professor Department of Management Studies Manonmaniam Sundaranar University, Tirunelveli - 627 012.
5	Dr. B. Sundarakannan Professor & Head Department of Physics Manonmaniam Sundaranar University, Tirunelveli - 627 012.

Sir / Madam

Sub: Constitution of Institutional Development Plan Committee - Nominated
Order - reg.

I am by direction to inform that, you are nominated as Member of the Institutional Development Plan committee to arrive a well defined future plan / Development of the University.

The soft copy of the UGC Guidelines of Institutional Development plans for Higher Education Institutions is attached herewith for your reference.

[Signature]
REGISTRAR