



SBV-IDP...FIVE YEAR PLAN (2022-27)

MID-COURSE CORRECTIONS: COMPLIANCE WITH THE UGC IDP GUIDELINES

**Sri Balaji Vidyapeeth
Deemed to be University**

Declared u/s 3 of the UGC Act, 1956
Listed u/s 12B of the UGC Act 1956
Accredited with A++ in NAAC Second Cycle (2021)



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SRI BALAJI VIDYAPEETH-A KALEIDOSCOPIC VIEW



Shri M.K. Rajagopalan
Founder-Chancellor



Prof. Y.M. Jayaraj
Pro Chancellor



Prof. Nihar Ranjan Biswas
Vice Chancellor

Propelled by the visionary Founder Chancellor Shri M. K. Rajagopalan, the endeavors of Sri Balaji Vidyapeeth (SBV) portray the efforts of a progressive health science Deemed-to-be-University striving to infuse multi-disciplinary facets, but essentially retaining the virtues of a higher educational institution (HEI) that has its roots firmly entrenched in core educational tenets and ethos.

SBV is fortunate to have the wise counsel of its Pro Chancellor, Prof. Y.M. Jayaraj, a renowned microbiologist, and a former Vice Chancellor of a Health Sciences higher educational institution who guides SBV in its earnest attempt to scale greater heights.

The Vice Chancellor Prof. Nihar Ranjan Biswas is a reputed clinical pharmacologist and an administrator par excellence.

Decentralized, participatory governance patronized under the overall stewardship of the present Vice Chancellor has been vastly contributing to the steady all-round progress of SBV.

As a Deemed to be University, SBV had its genesis on the 4th of August, 2008 and ever since has been striving ceaselessly to the best of its abilities and competence in portraying the myriad dimensions of a Higher Educational Institution (HEI).

Serving the underserved and underprivileged community is the mainstay of SBV, where patient care in the broad specialties and super specialties is rendered to the most optimal extent.

True to the ethos of the apex commission, namely the University Grants Commission (UGC), SBV has been spreading its domains intensely from the portals of academics to diverse frontiers including research, intellectual property, optimal patient care and safety (as expected of a quality tertiary care set-up), outreach services and most importantly societal obligations aimed at the continuing betterment of the community.

Presently, **SBV has two campuses**, viz., Pondicherry and Chennai. One more campus, viz., SBV Karaikal is on the anvil and is awaiting the approbation of the UGC. SBV presently comprises two medical colleges with two teaching hospitals associated with the same, a Dental College, two Nursing Colleges, School of Pharmacy, School of Allied Health Sciences, School of Physiotherapy, School of Biomedical Sciences, Institute of Salutogenesis and Complementary Medicine comprising a School of Yoga Therapy as well as a School of Music Therapy and Institute of Health Professions Education. A noteworthy feature is the presence of the Medical Simulation Centre (approved by the American Heart Association as an International Training Centre), a state-of-the-art cadaveric lab, namely Advanced Surgical Training and Research Academy (ASTRA) and an advanced research Institute, namely MGMARI augment the earnest endeavors of SBV.

Sri Balaji Vidyapeeth has been aspiring for excellence in the vital domains of Health Professions education such as Innovative academics, affordable patient care and translational healthcare research. It has ever abided by the norms and reforms of statutory bodies, namely the National Medical Commission, Dental Council of India, Indian Nursing Council and Pharmacy Council of India; however, in addition, SBV has been fostering an open, dynamic, and conducive education system, spontaneously responsive to the healthcare policies and educational reforms at the national and global levels as well as to the needs and demands of the stakeholders.

The efforts are reflected in the highest possible grade accorded by the National Assessment and Accreditation Council (**NAAC**) to SBV, namely **A++**. SBV has been successively figuring among the **top 100 Universities of India**, as per the National Institutional Ranking Framework (**NIRF**). The molecular diagnostics laboratories housed in the main and off campuses are accredited by the National Accreditation Board for Testing and Calibration Laboratories (**NABL**). SBV's fight against COVID-19 was fortified by the commissioning of

dedicated laboratories for carrying out RT-PCR that have received the approval of the Indian Council of Medical Research (**ICMR**). SBV has been recognized as a Scientific and Industrial Research Organization (**SIRO**) by the Department of Scientific and Industrial Research (**DSIR**), Government of India.

VISION, MISSION, AND VALUES:



Sri Balaji Vidyapeeth strives to excel in academic and clinical medicine; evidence-based research in basic medical and health sciences, including complementary and Integrative medicine, clinical research, and training.

Infusing passion and enthusiasm into the hearts and minds of the stakeholders concerned in all the endeavours, while transforming theoretical knowledge into evidence-based practice and research, more importantly translational research would continue to be the Impetus.

Let well-being prevail is the cherished logo of Sri Balaji Vidyapeeth (SBV). The logo has evolved from SBV's holistic commitment towards all round progress and development that are envisaged in the domains of academics, research, patient care, and Institute social responsibility.

Vision

Sri Balaji Vidyapeeth will strive to be a premier global health sciences university leading in the frontiers of education, research, and patient care.

Mission

- To create an innovative ecosystem that facilitates the development of health care professionals.
- To contribute to the health care workforce with competent and committed professionals.
- To provide preventive, curative, and palliative high-quality evidence – based care that is affordable and accessible.
- To foster a culture of scientific inquiry, research and innovation in contemporary and emerging health and related sciences.
- To be inclusive and committed in promoting wellness and empowerment of the society.

Values

- Inclusiveness, Integration, Innovation
- Engagement, Empowerment, Excellence

The profile of SBV acquire credence and relevance in the light of contemporary developments in the national education scenario. India has undergone numerous reforms in education, research, and patient care over the last decades, following Independence. One of the cardinal reforms in education is the introduction of the **National Education Policy 2020** (NEP 20) by the Ministry of Human Resource Development (MHRD), presently referred to as Ministry of Education, Government of India (GoI). Built on the bedrock of **Access, Equity, Quality, Affordability** and **Accountability**, the NEP 20 is aligned to the **United Nations 2030**

Agenda for Sustainable Development and poised to transform India into a vibrant knowledge society and global knowledge superpower.

GOVERNANCE AT SBV:

In order to implement the directives of the Centre and state, it is imperative that HEIs give a creditable account of themselves by having a robust, competent, stable but dynamic governance that can objectively gauge the situation and the needs of the stakeholders and initiate developmental endeavours aimed at the betterment of humanity at large

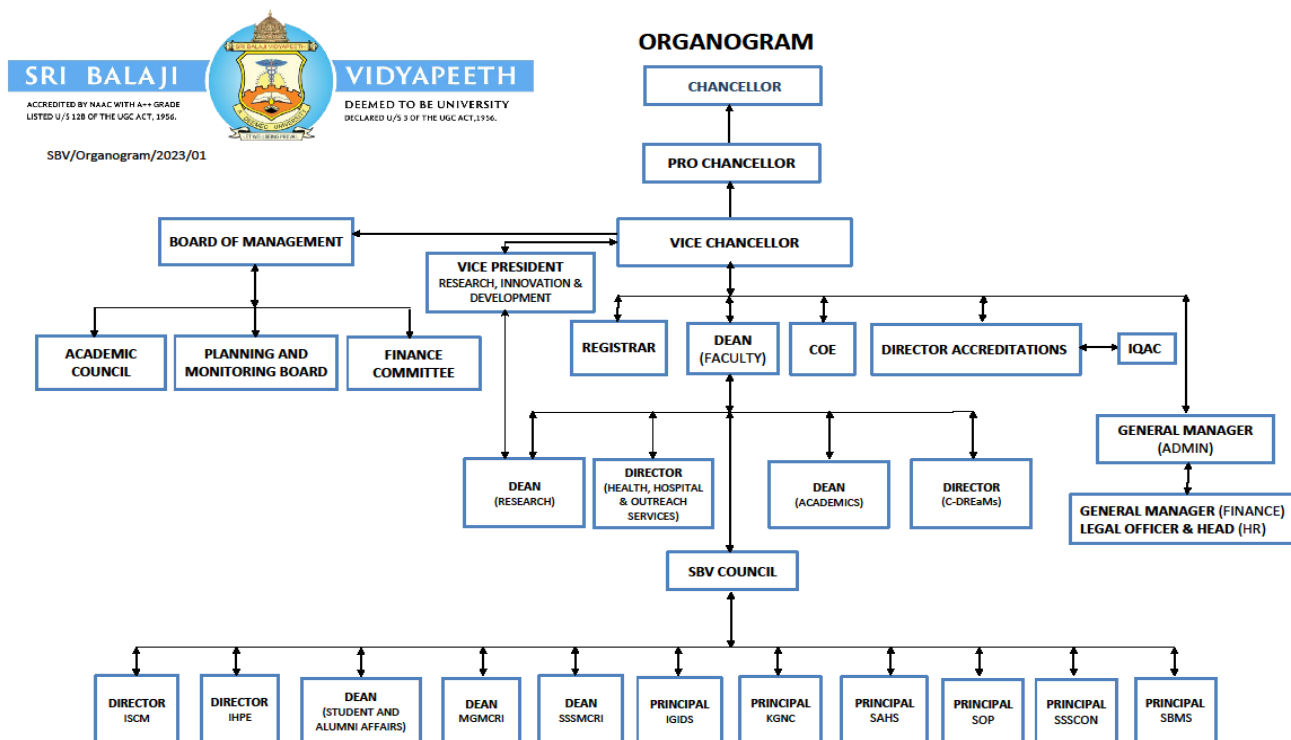
Care has been taken to streamline governance based on the guidelines for IDP in HEIs, as enshrined in the UGC guidelines. The structure of Governance is following the Guidelines laid down in the **Institutional Development Plan**, put forth by the **University Grants Commission (UGC)**, with reference to the **scaffolding, viewpoint, resolution, monitoring, risk mitigation** and **(w)holistic management**. Besides, feedback and timely remedial measures form inherent components of the endeavours and fortified by accountability.

The Governance at SBV is characterized by the diverse, but cardinal attributes, as evidenced by the presence of the constituent units at SBV that include centers, schools, colleges, Institutes, and teaching hospitals associated with the medical colleges. Whereas, functional autonomy and participatory governance are in place, SBV has a robust Central Governance with the Vice Chancellor at the helm.

The Governance at SBV, based on the holistic approach centers around the core values that are compliant not only with the directives of the statutory bodies of SBV {Board of Management (Executive council), Academic Council, Finance Committee and Planning & Monitoring Board}, but also with the regulatory bodies/councils/commission, namely UGC, NMC, DCI, INC, PCI etc.

The details depicted in the **SBV organogram** testifies to the fact that the functional autonomy bestowed on the constituent units is monitored and advised by the policy making statutory body at the apex, namely the Board of Management. The SBV Council headed by the Dean of Faculty acts as a solid interface linking the constituent units with the apex. **By doing so, SBV satisfies the tenets of public management strategies, as depicted in the IDP**

Guidelines framed by the UGC, besides conferring the dynamic status on the constituent units.



PREAMBLE TO THE SBV-IDP (FIVE YEAR PLAN 2022-27):

The Institutional Development Plan of Sri Balaji Vidyapeeth (SBV-IDP) that is synonymous with the Five-Year Plan (2022-27) has been carefully prepared by envisaging the prospects and feasibility of launching vocational courses/programmes, as related to health sciences that would be initiated to enhance the capacity of the learners, besides upholding employability, and entrepreneurship. Caution has been exercised by duly considering the stipulations notified by the regulatory/ statutory bodies.

The **parent document** for the **SBV-IDP (Five Year Plan 2022-27) MID-COURSE CORRECTIONS: COMPLIANCE WITH THE UGC IDP GUIDELINES** is **SBV -Horizon 2027**, our Vision document. The present document is subject to amendment, subsequent to the notification by the UGC from time to time.

Courses and programmes such as in Artificial Intelligence, Big Data, Intellectual property, Clinical genomics, Translational Technology etc. are being launched at SBV. Greater emphasis on student Scholarship, student & faculty progression, besides enhancing the intramural grants would navigate the activities of SBV. Entrepreneurship, hitherto not a prerogative of HEIs in health sciences has been taken up enthusiastically at SBV, with the advent of a viable Bio incubator and a dedicated mission for intellectual property and technology transfer.

Further, with the notification of the National Commission for Allied & Health Professions, SBV is reorienting itself with its fresh insights. It is a paradigm shift that has taken place in the country that recognizes the vital role of allied health professionals. SBV has already taken cognizance of the fact in facilitating global mobility and employability for such professionals. Other initiatives of the Indian Government such as *Make in India* and *Atmanirbar Bharat Abhiyaan* have provided the much-needed impetus to SBV and based on the guidelines, SBV has prepared a plan for facilitating Intellectual Property endeavours including technology transfer. In addition to the inclusion of these action-oriented items in the IDP, SBV has satisfied the recommendations of the *National Health Mission* for primary health care, namely *Ayushman Bharat*.

The **SBV-IDP Five Year Plan (2022-27)** is synonymous with the mid-course corrections effected in the existing document and has imbibed the architecture from a wide gamut of experiences, in addition to its inherent quality culture with reference to establishing policies, strategies and benchmarks that would be collectively accomplished by each stakeholder of SBV. This plan essentially includes the cardinal features Inherent in the

UGC Guidelines for IDP: -

I. Governance

II. Resource management

III. Academic Enablers

IV. Research, Intellectual property, and supportive enablers

V. Human resources management enablers

VI. Networking and Collaboration enablers

VII. Physical enablers

VIII. Digital enablers

TENETS OF SBV FROM THE STANDPOINT OF UGC GUIDELINES ON THE IDP:

The hallmark of any HEI is to endear itself to contribute to the society at large. The efforts, be it academic, research or outreach need to be seamlessly incorporated into activities that culminate in societal growth and that on a sustained note. SBV has taken due cognizance of these facts while drafting the SBV-IDP.

- To provide learner-centric, innovative and application- oriented quality and affordable education that would quench the thirst of the discerning learner
- To ceaselessly strive in promulgating curriculum that is not only need based but also one that is strengthened by value additions
- Fostering research that is evidence based and one that is meaningful in the context of enhancing the scientific growth of the institute, and the nation, in general
- Creating ample opportunities for the think tank of SBV to dwell upon and devise the cutting-edge domains to provide technically sound and vocationally competent academic Initiatives, but well within the boundaries laid down by the statutory and regulatory bodies
- To provide ease of access to facilities in the frontiers of academics, research, patient care, and outreach services
- To advocate internationalization for keeping pace with the ever-changing global trends
- To provide a salubrious environment for the fortification of actions and developmental initiatives in the avenues of cross disciplinary and multi-disciplinary, but keeping in view the rich cultural ethos and heritage of India. The result would be holistic education and research that are the pre requisites for upholding quality and

safe health care for which SBV stands, by virtue of being primarily a health sciences HEI

- To instill and nurture the attributes leading to creativity, problem solving ability and adaptability
- To endear robust academic, scientific, and technical activities for integration of ICT enabled actions
- To foster transparency, inclusivity, equity, and autonomy with accountability in all the chosen endeavours
- To constantly subject the stakeholders to capacity building measures aimed at bridging the gap between "what they perceive" and "what they need to do"
- To cast SBV- IDP with the keen Intent of bridging organizational gaps for paving the way to holistic growth and development in academics, research, patient care and outreach activities
- To create favorable environs for transformative education and research culminating in (w)holistic education with the sole of intent of contributing to the society/global knowledge
- To back up the endeavours in a manner such that the deliverables comply themselves with the stipulated time, through constant introspection and improvement based on feedback obtained

KEY PERFORMANCE INDICATORS (KPI): THE ROAD MAP LAID FOR SBV-IDP:

Care has been taken to enable the above-mentioned facets to the best of our endeavours, in the light of the UGC mandated IDP, but keeping in view the following cardinal performance indicators as outlined below. The tenets of IDP underlined by the UGC are provided in parenthesis and indicated in blue.

1. Vision, mission, goals, objectives, and strategies (**Governance, Physical enablers; Academic enablers, Resource enablers; Human Resource management; Research, Intellectual property, and support enablers; Digital enablers; Networking and collaboration enablers**)

2. Present scenario in the field of health professions education and health care with scope for infusing multidisciplinary domains in an objective and need based manner (**Academic enablers; Research, intellectual property, and supportive enablers; Resource enablers**)
3. Expectations from the stakeholders and need based analysis, followed by Feedback and remedial measures (**Governance; Resource enablers; Human resources management enablers**)
4. Institutional Social Responsibility, aimed at societal obligation (**Governance; Resource enablers; Networking and collaboration enablers**)
5. Quest for excellence (**Governance, Physical enablers; Academic enablers, Resource enablers; Human Resource management; Research, Intellectual property, and support enablers; Digital enablers; Networking and collaboration enablers**)
6. National and global perspectives and trends that witness changes from time to time (**Academic enablers; Research, Intellectual property, and support enablers; Digital enablers**)
7. Identification of existing gaps and undertaking suitable remedial action; SWOC analysis (**Governance, Physical enablers; Academic enablers, Resource enablers; Human Resource management; Research, Intellectual property, and support enablers; Digital enablers; Networking and collaboration enablers**)
8. Goal setting, benchmarking, and image building, with regard especially to SBV Vision that was framed for monitoring the progress of the developmental initiatives in the ten-year period, following the first cycle of NAAC (**Governance, Physical enablers; Academic enablers, Resource enablers; Human Resource management; Research, Intellectual property, and support enablers; Digital enablers; Networking and collaboration enablers**)



The following graduate attributes act as the driving force for SBV-IDP, in addition to aspects related to Governance and resource management.

- ❖ Competence in diagnosis and management of common health problems
- ❖ Competence in the acquisition of medical knowledge and skills
- ❖ Ability to exhibit a holistic approach towards the patient, based on ethical practice
- ❖ Ability to use technology in healthcare
- ❖ Awareness on the implementation of National Health Programs
- ❖ Ability to develop creativity, management skills and communication skills, besides IPR based endeavors
- ❖ Awareness of biosafety guidelines and rational usage of pharmaceutical preparations and emerging techniques including the use of artificial intelligence in health and disease

With the advent of the multi-disciplinary component in HEIs, as per NEP-20, the SBV-IDP has added one more attribute that is as follows: -

"Wherever appropriate, SBV would ensure that the component of multi-disciplinary action item (s) be seamlessly introduced into academics and research in order to confer (w) holistic characteristics"

The following points further highlight the significance of the IDP:

1. To possess a clear vision and mission, SBV-IDP endears with the National Education Policy 2020, National Credit Framework, Sustainable Development Goals, and educational research with the onus being laid on inter -professional attributes
2. To evaluate the developmental needs of the constituent units by facilitating consultative processes
3. To identify qualitative and quantitative organizational gaps that interfere with the goals and objectives
4. To foster capacity augmentation initiatives
5. To infuse digital technology in the realms of education, research, and patient care
6. To foster lifelong learning fortified by the administration of skills and value enhancement
7. To promote the concept of internationalization in an era of globalization
8. To involve all the constituent units of SBV in taking the initiatives forward through participatory governance and management fortified by Central Governance
9. To evolve the habit of undertaking time bound deliverables aimed at the optimization of efforts as well as the expectations of the stakeholders
10. To undertake periodic assessment/evaluation to effect objective corrections

GOALS, STRATEGIES, ROAD MAP AND ACTIONS:

The strategic goals form the basis of the action-oriented items. SBV has a committed central office of IQAC that spearheads the quality initiatives. The Central IQAC termed SBV-IQAC is headed by a Full Time Director of Accreditation who not only oversees and regulates quality initiatives, but also is involved in the processes related to accreditation and ranking. The quality initiatives are regulated in the hospitals through the office of the Director of Hospitals, Health and outreach services.

The **SBV-IQAC** consolidates the initiatives coming from the constituent units and finalizes the Strategic perspective Plan for the year, following the approval of the competent authority. The stakeholders feedback is obtained at defined intervals and mid-term corrections are enabled for realizing the specific, measurable, feasible and time-driven objectives.

The conduct of the meetings at quarterly intervals termed **Quarterly Evaluation Report (QER)** acts as the driving force to reorganize ourselves to mitigate negative actions/take remedial measures. The **SWOC analysis** is essentially based on the outcome of the QER meetings, besides the augmentation from the council meetings that happen at the level of each constituent unit.

SOPs, road maps and Policies are in place that are periodically revised to align with the developmental initiatives of SBV, besides orienting ourselves with the changes that occur from time to time in the national and international scenario.

In all the endeavours occurring in the frontiers of education, research, healthcare and outreach services, utmost relevance is accorded to priorities, effective implementation, periodic review, and remedial action. The role played by SBV-IQAC is cardinal in this regard and more so because SBV-IQAC also has external experts who attend regular meetings for contributing their wisdom.

The goals, nodal strategies, road map and actions encompass all the avenues, as observed in the realms of academics, research, patient care and social responsibility. In addition, the efforts of SBV have been channelized in the wake of Medical Tourism, promoted by the Government of India, vide its document released in 2021.

SBV has several distinct advantages, be it in the establishment of state-of-the-art tertiary health care centers in rural ambience, focus on salutogenesis and earnest efforts in seamlessly trying to integrate alternate medicine into the folds of modern medicine (allopathy). In this era of globalization, every effort of SBV is aimed at progressive objectives and the concerted efforts of the discerning students, able teachers and resourceful non-teaching staff would go a long way in realizing the cherished vision.

While delineating the goals and nodal strategies, the guidelines for realizing competencies were taken into due account, namely *Accountability, Consistency, Efficiency, Feasibility, Objectivity, Responsiveness, Scientific rigor, and Transparency.*

The three-tier strategy summarizes the strategies in a nutshell.



Influencing the stakeholders for change assumes central position and, in this context, SBV would resort to the utilization of the following strategic initiatives.

- Building need based, but expanded infrastructure for providing timely and resourceful access to healthcare
- Promoting an ecosystem of safety, security, and satisfaction
- Empowering the communities with access to holistic health, backed by salutogenesis (wellness)

Academics and evidence-based Research occupy a position in health sciences higher educational institutions. This could be attributed to the fundamental attribute in health care, wherein academics and research are considered cardinal for patient care. Besides, these attributes are necessitated for realizing the immediate and longtime needs of the stakeholders.

In this era of globalization, the need arises for SBV to portray Inter- disciplinary as well as multi -disciplinary value additions, keeping in view the : -

- **National Education policy (NEP-20)**
- interlinked social-environmental-health systems
- nexus among knowledge, skill acquisition and action aimed at quality and capacity building

The onus is also on the development of a robust research framework that integrates global and local perspectives to shape the interactions between environment and society. Artificial intelligence and precision medicine-oriented research would acquire elevated status at SBV. SBV would also initiate and foster focused research programs on areas that are central to interactions between society and the environment. This would comply with the directives of the UGC as well as the **SDGs of the United Nations**.

Four strategic points have been earmarked for action and follow up.

- Understanding the context and identifying the risk at the individual/institutional and community level
- Managing objectively the indigenous and the newly acquired knowledge towards collaborative action networks based on community engagement
- Innovating nodal and indigenously developed services at the institutional and community level
- Advancing science and research policies to fortify the afore mentioned plan

THE GIST OF SBV- INSTITUTIONAL DEVELOPMENT PLAN (IDP), BASED ON UGC GUIDELINES

- SBV has reoriented itself with the UGC guidelines signifying the importance bestowed on excellence in education, evidence based and applied research, and innovation by concentrating more on intellectual property related endeavours. SBV
- SBV has been emphasising on the *Portfolio approach* with reference to the assessment, feedback and reflection as extolled in the UGC guidelines for IDP. The

Portfolio approach that was promulgated in academics has now been applied to research scholars, thereby making education and research a reflective process rather than the conventional, static approach that might not bring out the best in the learners/researchers. SBV has dedicated Deanery for academics, Research and Innovation.

- The HEIs, according to the UGC guidelines need to put into action the essential facets of NEP -20 including **National Credit Framework (NCrF)**, **Academic Bank of Credits (ABC)**, **National Higher Education Qualification Framework (NHEQF)** and **multi-disciplinary** education with thrust on vocational Education & Skilling. SBV has already begun endeavours on these lines
- **Blended learning, Digital learning** and **online education** are indicated emphatically in the NEP-20 as well as in the UGC guidelines. SBV through the on-going endeavours undertaken at the ISCM, IHPE, C-DREaMS denote the fresh approach, as enshrined in NEP-20
- The UGC guidelines for IDP clearly depict the fact that to foster effective research and development, HEIs need to have a candid and transparent strategy with respect to Grant-in-aid projects, external funding, state-of-the art research infrastructure, mentoring research scholars and guides/supervisors, entrepreneurship /startup and nurturing national and international collaborations. SBV has already launched all the above-mentioned endeavours and would improve upon the same in the coming years
- The objective evaluation of any HEI is essentially based on the strengths that should effectively balance the opportunities and challenges by mitigating weaknesses. SBV has in place a vibrant IQAC with the Director Accreditation at the helm. SWOC analysis is performed at regular intervals and remedial measures initiated in an objective manner. The Departmental Evaluation carried out by the IQAC , SBV culminates in a quarterly evaluation report that forms the basis of the regular SWOC analysis

Goal 1: Academics and Teaching-Learning

To emerge as Center of Global Excellence in Health Professions and Allied Health Professions Education in accordance with the National Education Policy 2020 (NEP 2020) and provide innovative programs/ courses with relevance to the 21st century healthcare professionals and to the society.

Objectives:

1. To evolve as a *Multidisciplinary Higher Education system* by including programs and courses from other disciplines such as Technology, Management and Life sciences
2. To commence new courses to be delivered in *Online mode* to facilitate enrolment of international students across globe, add value to the learning, as well as to facilitate better employability and entrepreneurship
3. To contribute online course content to MOOC platforms alongside Institutional LMS
4. To capitalize on the *Academic Bank of Credits* and uphold flexibility and global mobility with the Choice Based Credit Systems, especially in the non-regulatory programmes
5. To further progress in *Outcome-based Education* for UG and PG education across all disciplines.
6. To enhance the status of the existing Institute of Health Professions Education (IHPE) and Institute of Salutogenesis and Complementary Medicine (ISCM) to Regional/National Institutes of excellence
7. To fortify the Simulation and Skill based learning by escalating the status of Medical Simulation Centre to *Centre for Simulation-Based Learning* with Virtual and Augmented Reality.
8. To commence novel, employment -friendly and need based academic programmes

Strategies	Responsible Office(s)	Minimum Target (by year 2027)
Identification of HEI s of equivalent status in other disciplines, namely Technology, Management and Life Sciences to form “Clusters”.	Registrar, General Manager (Administration)	Minimum of 10 more programmes
Identification of value added and cross-cutting courses to be started in Online mode across disciplines		
Starting of additional Electives	Head of the concerned Teaching units/ Value-added course committee	Minimum of 10 more electives
Contribution of Massive Open Online Courses to INFLIBNET platforms such as SWAYAM-NPTEL, Vidya Mitra and Swayam Prabha; FDPs to sensitize and train faculty; Upgradation of IT Medical Informatics and indigenously developed LMS platform	Director, C-DREaMS, Head of the concerned Teaching units.	Minimum of 20 more courses
Establishment of Regional/National Institutes of excellence in health professions and salutogenesis, complementary medicine	Dean Academics, Registry and General Administration	Two (One Regional and one National)

Merging of the Advanced Surgical Training and Research Academy (ASTRA) in Off Campus and Medical Simulation Centre under the name of <i>Centre for Simulation-based learning</i>	Director, Medical Simulation Centre and Director, ASTRA, Deans of medical Colleges, Director Hospitals, Health and Outreach services, General Administration	One Main and One Antenna
More programmes in AHS, physiotherapy & Biomedical Sc.	The respective Principals	Minimum of three more programmes in each

Goal 2: Research, Publication, and Innovation

Emerge as Center of Global Excellence in Translational Healthcare Research that has relevance to the Global and National Disease Burdens and in Indigenous Healthcare Product Development and Commercialization in alignment with the Make in India Scheme and the Atmanirbhar Bharat Abhiyaan.

Objectives:

1. To upgrade the MGM Advanced Research Institute with more of basic, advanced and pre-clinical research facilities
2. To augment MoU and Collaborations into functional ones to promote collaborative, multi and trans disciplinary research in Basic, Medical, Allied health Sciences and Biomedical sciences; to enhance consultancy services of the faculty through such collaborations. To appoint more **Professors of Practice in Industry-Academia Interface**
3. To promote research in Emerging Technology such as Artificial Intelligence, Robotics, and Internet of Things through the Centre for Healthcare Artificial Intelligence
4. To augment Clinical Trials and Sponsored research projects from Governmental and Non-Governmental Funding Agencies
5. To improve the accessibility and citations of the knowledge generated from evidence-based research through high quality publications
6. To index the in-house publications of SBV in established databases
7. To promote the UG research activities as per **ARCH curriculum** (Adopting Research curriculum in Health Care).

8. To translate the research outcomes into patents and copyrights and to commercialize into technology transfer and to encourage start-ups for healthcare related products that will positively impact societal health and wellness.
9. To actively engage in nodal Initiatives under the Institute Innovation Council to Improve the existing status

Strategies	Responsible Office(s)	Minimum Target (by year 2027)
<p>The activities at MGMARI need to be upgraded</p> <p>Collaborative endeavours (Intra and Inter Institutional) need to be scaled up</p> <p>Clinical research endeavours to be upgraded</p>	<p>Project office and Vice President Research, Development, and Innovation</p>	<p>Minimum of ten intra and five inter-institutional collaborative endeavours</p>
<p>MoU with National and International Organization must be made functional with collaborative researches / consultancy</p>	<p>Dean Research, Vice President Research, Development, and Innovation, Chief coordinator for MoU and Collaborations</p>	<p>Minimum of 30 functional MoUs. Minimum of 8-10 more external collaborations/consultancy services</p>
<p>Revenue generation through Research projects and Consultancy must be enhanced; Minimum one</p>	<p>Vice President Research, Development, and Innovation, MGMARI in association with Dean Research</p>	<p>Minimum two to three crores by year 2027</p>

major grant-In aid project each per department		
Publications to be generated in SCOPUS, Web of Science and PubMed indexed journals and in UGC CARE List. On an average 4 publications per faculty per year to be done; a data base on possible journals to be made available to the faculty.	Dean Research, in association with Vice President Research, Development and innovation, MGMARI	Minimum of 4000 more publications
The UG and PG must be trained in research methodology and for publication.; PG publication rate to be improved by continuing the Dissertation Conversion to Publication workshops	Dean/Principal of constituent units in association with Dean Research and Vice President, Research, Development and Innovation	A minimum of one thousand more publications
The in-house journal (amalgamated) must be indexed in SCOPUS or Web of Sciences or PubMed or in UGC CARE list.	Dean Research	The in-house journal must be indexed in a minimum of two established databases
Copyrights, Patents to be published by the faculty,	Vice President Research, Development and Innovation, Institute Innovation Council	Two hundred and fifty copyrights and one

Research scholars, scientists, and students. Doctoral scholars and scientists must have one patent published before they graduate		hundred and twenty five patents (published/granted)
Technology transfers and Start-ups to be enhanced under MGM Bio-incubator	Vice President Research, Development, and Innovation	Five startups and Ten technology transfers
Must target 5 stars in the IIC activities and participate in ARIIA ranking	Vice President Research, Development, and Innovation, in association with Dean Research	
Periodic FDP on grant writing / scientific writing / plagiarism check / citation management software must be conducted or encourage faculty to enroll for online courses on the same	Dean Research, in association with Vice President Research, Development and Innovation	A minimum of fifteen FDPs

Goal 3: Student/ Alumni Support and Development

Develop a conducive educational environment that enables 360 degree growth and development of SBV graduates in campus and that which seamlessly integrates their welfare beyond campus, as SBV Alumni.

Objectives:

1. To scale up the activities under the jurisdiction of Dean of Student and Alumni Affairs and to essentially monitor the students and alumni activities. in association with the Vice-Principal Student Affairs of the constituent Teaching Units.
2. To provide intensive students support system through Mentor-Mentee system, identification of learning needs, financial support, and capability enhancement.
3. To enhance and provide structured training for competitive entrance exams such as NEET/ USMLE / TOEFL/ IELTS for the students aspiring for higher education.
4. To establish the Placement cell/ Entrepreneurship Development Cell at the Institutional level that will provide career guidance programs, Professional practice guidance as well as invite Health related enterprises for campus placements
5. To augment the activities of the student councils of all constituent teaching units with a centralized SBV Student Council, to enhance the co-curricular, extra-curricular and societal responsible activities.
6. To augment the Alumni Associations, alumni website and to fortify the relationship with Alumni to expand the nexus and good-will.

Strategies	Responsible Office(s)	Minimum Target (by year 2027)
Establishment of a reinforced Dean of Alumni and Student Affairs (DASA)	Registrar and General Administration, in association with the Dean of Student and Alumni Affairs	One main and additional offices in the Off-campus(es)
Establishment of the Placement Cell/ Entrepreneurship Cells at all Institutes/	Registrar, Head of the constituent teaching units, GM(Admin.), Director-Accreditation, in association with the Dean of	Must ensure that a min of 85% of the student in a batch progress towards higher education/

SBV level	Student and Alumni Affairs	placement. A minimum of forty-five higher education coaching courses must be enabled every year regarding higher education/ placement.
Establishment of the SBV Student Council	Dean of Student and Alumni Affairs, Registrar, GM(Admin.), in association with Director-Accreditation	
Institutional Scholarships / Free ships	General Administration and Scholarship Committee	Min 50% of the students in statutory programs and 80% in Allied Health Sciences, Biomedical Sciences programs Min 20% of the students to be provided Free ships in statutory programs and 50% in AHS programs
Capacity augmentation	Head of the constituent teaching units and centers, VP student affairs.	A minimum of seventy capability enhancement schemes must be implemented by the AY 2027
Alumni Association	SBV Alumni Association and all the Alumni Associations and of the constituent teaching units.	A minimum of seventy-five lakhs INR must be generated by 2027 through the Alumni Association

Goal 4: Institutional Values and Best Practices

Scale up into an eco-system that ensures development of humanistic, ethical, constitutional, and universal values and gender equity and to evolve as green, environmental conscious and energy efficient campus.

Objectives

1. To systematize the celebrations of all religious festivals, by all stakeholders, with activities that will inculcate awareness and sensitivity towards the secular nature of India, beyond religion
2. To implement the *Deeksharambh* of the UGC as students' induction program in the beginning of the programs
3. To systematize the celebration of National and International commemoration days above and beyond the health-related commemoration days, with activities that will spread awareness on the social responsibilities, beyond providing healthcare.
4. To strengthen the Human Rights cell and internalize the values as prescribed in the Sustainable Development Goals and the Constitutional obligations of India among all stakeholders through curricular, extra-curricular and co-curricular activities.
5. To disseminate widely the SBV Code of Conduct document and to sensitize all stakeholders on Professionalism and Ethics through systematically organized programs and activities.
6. To strengthen the structure and function of the Monitoring Committee for Code of Conduct at the SBV level and to establish institutional Monitoring committee for the same.
7. To sustain and enhance the environmental conscious, energy saving measures by improving the awareness, enhancing the infrastructure, and extending social responsibility through beyond-the-campus environmental promotional activities

Strategies	Responsible Office(s)	Minimum Target (by year 2027)
<p>Must conduct cultural/ literary/ social activities on religious celebrations, commemoration days with social and environmental relevance, Code of conduct and professionalism and ethics and on Gender Equity / sensitization/ prevention of sexual harassment</p>	<p>VP student affairs of Constituent teaching units and centers, Student Councils / Clubs / Women's Cell / Legal Officer</p>	<p>A minimum of forty programmes</p>
<p>Maximum energy must be generated through solar panels/ biogas and use of LED bulbs and energy efficient equipment and also wheeling to the grid</p>	<p>Project Office</p>	<p>LED Bulb conversion must be 100 %</p>
<p>Establishment of biodiversity park and water bodies in the main and off campus</p>		<p>Minimum of 75 percent with respect to the projected target</p>

<p>100% plastic free campus by banning the use of plastics in hospitals/ canteens/ kitchen</p>		<p>Realized already</p>
<p>E-waste management policy, vendor identification and MoU must be put in place</p>		
<p>Pedestrian friendly covered pathway in connecting all the institutional/ hospital blocks and the residential area.</p>		
<p>Institutional Social Responsibility by plantation of trees in and outside the campus</p>		<p>A minimum of two thousand trees in all the campuses</p>
<p>Construction. / Renovation/ Repair of toilets/ installation of sanitary napkin vendors in public schools or in the adopted villages</p>	<p>Directorate of extension and Outreach activities in collaboration with Community medicine/ Dentistry/ nursing departments and the NSS cells / Project Office</p>	<p>A minimum of fifteen toilets</p>

under the UBA scheme.		
Cleaning and de silting of lakes and water bodies in nearby community		A minimum of two more water bodies to be restored
Must obtain award for green and clean campus by the Government or by the Private reorganizations	IQAC SBV in collaboration with AISHE SBV coordinator	A minimum of three awards/recognitions/honors
Perform green/ energy and environment audit	Project Office	A minimum of two more audits

Goal 5: Patient Care/ Outreach and Extension

Emerge as a Centre of Excellence in Specialized care such as Organ Transplant along with primary, tertiary care; in providing health and wellness services through Holistic medicine; in providing comprehensive healthcare for the transgender community.

Objectives:

1. To introduce newer services such as organ transplants, cochlear implant services and Infertility clinics.
2. To upgrade diagnostic services in the main and off-campus and enhance the satellite centers for the hospital.
3. To improve the OP / IP census to achieve self-sustenance of the hospital.

4. To establish new infrastructure to house super specialty OPDs / Wards (General & Private).
5. To obtain international certification.
6. To establish Hospital Data Management Centre using the Comprehensive Electronic Medical Record System.
7. To facilitate publications based on quality indicators/ clinical audits and by data retrieval from core and thrust areas of every clinical department, using Big data and machine Learning.
8. To be proactive in Village adoption activities under the Unnath Bharath Abhiyaan Scheme such and to include School welfare programmes under the same
9. To establish a Directorate for extension and outreach services that will ensure comprehensive primary health care and wellness to the nearby community.
10. To enhance and augment the medical and surgical services to the TG community by commencing the Female to Male sex reassignment.
11. To enhance and augment the Salutogenesis model of SBV for holistic health and wellness of patients and community.

Strategies	Responsible Office(s)	Minimum target by Year 2027
License needs to be obtained for the Heart and Lung transplant	Director Hospitals, Health and Outreach services assisted by the Deputy Medical Superintendent	
MoU must be done with other hospitals for referral for organ		

transplant services		
The infertility clinic must be set-up in the main and off campus		
Advanced diagnostics to be made available including satellite centers		A minimum of ten additional diagnostic panels to be established
Nodal centers must be established in other states to offer the surgical care services to the TG community	Director Hospitals, Health and Outreach services assisted by the Deputy Medical Superintendent, Gender Care Team	A minimum of two nodal centers
Yoga and Music therapy services towards wellness must be extended to a larger community through outreach and extension activities.	Director Hospitals, Health, and Outreach services in association with the Director, ISCM	A minimum of fifteen such programmes
Extensive camps and extension services, satellite centers and linkages must be done to improve the OP / IP census.	Director Hospitals, Health and Outreach services, Deputy Medical Superintendents	A minimum of 25% enhancement in the census
To establish de-addiction and rehabilitation centers in the Rural Health Centers of the Main and Off-Campus.		A minimum of two such centers
Schools to be adopted for Mental Counseling / Career	Director Hospitals, Health and Outreach services, Deputy	A minimum of three schools to be adopted, of which

guidance / adolescent counseling / Safe drinking water / Sanitation	Medical Superintendents, Head of the constituent teaching units	preferably one should be funded by a foreign organization/philanthropic institution
To implement measures such as issue of family card and implementation of National Health Programmes and mapping of disease patterns (communicable and non-communicable) under UBA		

Goal 6: Holistic Governance

To emerge as a Model HEI in implementing holistic Governance, wherein the Central Governance having the Vice Chancellor at the helm endears itself with the participatory governance. The presence of the Interface SBV Council having the Dean of faculty as the Chair enables with ease and objectivity efficient administration by acting as an effective nexus between the Vice Chancellor and the Statutory bodies

Objectives:

1. To introduce newer insights whereby monitoring of the Individual departments in a constituent unit contributes at large to the core values and ethos of SBV
2. Overall accountability in endeavours including fiscal and extra fiscal considerations
3. Control of administration from the viewpoint of academic and non-academic administration and management

4. To take effective action based on the suggestions/ recommendations provided by the statutory bodies

5. To uphold quality and transparency in all the endeavours at SBV, namely In the frontiers of academics, research, patient care and extension/outreach services

Strategies	Responsible Office(s)	Minimum target by Year 2027
To uphold core values and ethos of the HEI	Heads of the constituent units, Various Deanery, Registrar and GM(Admin.),	A minimum of three more capacity augmentation programmes/ sensitization workshops to be conducted
Compliance with regulatory framework and accountability in resource management and Finance	Head HR, Finance Officer, and GM(Admin.)	
Stakeholder Inclusivity	Deans/Principals, Various Deanery, Head HR, Registrar and GM (Admin.)	A minimum of ten more programmes/ sessions/workshops/ Symposia/ Conferences to be enabled
Strategic leadership	Deans/Principals, Various Deanery, Head HR, Registrar and GM (Admin.)	A minimum of one each in state, national and international conclave featuring strategic leadership and governance

Statutory body mediated governance	Deans/Principals, Various Deanery, Registrar	
Funding models and financial accountability	Finance Officer and GM (Admin.)	
Holistic integrity at the interface of academic and administrative management	Deans/Principals, Various Deanery, Head HR, Registrar and GM (Admin.)	
Navigating the Institutional Development Plan Quality assurance through objectivized, structured governance	Deans/Principals, Various Deanery, Director Accreditation, Registrar and GM (Admin.) Director Accreditation, Registrar and GM (Admin.)	A minimum of three more workshops on nodal themes underlined in the UGC Guidelines for IDP

SWOC ANALYSIS:

The SWOC analysis is mentioned in the UGC Guidelines for IDP and based on the document, SBV has earnestly attempted the analysis with reference to the key attributes, namely education, research, patient care (health care), Governance

ATTRIBUTE	STRENGTH	WEAKNESSES	OPPORTUNITIES	CHALLENGES
<p>Academics and Teaching-Learning</p>	<ul style="list-style-type: none"> • Academic flexibility vested with Deemed Universities • ICT enabled Teaching-Learning processes • Competency based UG and PG health professions education • Formation of a robust three -tier system in Academics (Curriculum committee, Board of Studies, Academic Council) • Availability of several disciplines in the same campus fostering inter-professions growth and development • AHA approved Medical Simulation Centre and state-of-the-art Cadaveric lab • Promulgation of salutogenesis model in the realms of mainstream medicine • Choice based Credit system in non-regulatory streams including allied health sciences and biomedical sciences • Launching of several value - added courses • Ample scope for devising strategies 	<ul style="list-style-type: none"> • Attrition rate in junior faculty, attributed to several health sciences institutions in the vicinity • Limited availability of qualified faculty in a few nodal areas including music therapy, yoga therapy 	<ul style="list-style-type: none"> • Creation of professionals in medicine, dentistry, nursing, pharmacy, allied health sciences and providing job opportunities in the constituent units of SBV • Placement in corporate establishment, industries 	<ul style="list-style-type: none"> • To balance between regulatory and non -regulatory programs with respect to infusing novel insights in academics • Training of the medical teachers for the effective implementation of the newly introduced competency-based curriculum and novel techniques of medical and health professions education. • Maintaining the standards of healthcare and medical education to meet the global standards. • Shortage of qualified professionals to cater the growing needs of the society. • NEP-20

	<p>for contributing to the development of courses on the lines of VidyA mitra</p> <ul style="list-style-type: none"> Examinations and Evaluation-Transparency 			
<p>Research, Publication and innovation</p>	<ul style="list-style-type: none"> Establishment of an exclusive Deanery for Research Establishment of the Research Development Centre Establishment of an exclusive Vice-President Office for Research, Development and Innovations including Bio incubator, start-ups, Technology Transfer and marketing 	<ul style="list-style-type: none"> Sub-optimal publications from UG students Sub-optimal Grant-in-Aid projects from governmental agencies, largely attributed to the private deemed university nature of SBV 	<ul style="list-style-type: none"> Scope for consultancy and collaboration for research 	<ul style="list-style-type: none"> To embark on objective research in complementary medicine that is focused on evidences
<p>Students, Alumni support, and Development</p>	<ul style="list-style-type: none"> Ragging free campus An exclusive Deanery, ably supported by Vice-Principal Students of the constituent units A well-formed student welfare department directly under the Dean and comprising trained student counsellors Career guidance cell Clubs fostering co 	<ul style="list-style-type: none"> Less than optimal student activities in the international arena pertaining especially to regulatory programmes 	<ul style="list-style-type: none"> Admission of international students in salutogenesis including yoga therapy and music therapy 	<ul style="list-style-type: none"> Keeping pace with the extent of globalisation and internationalization

	and extra - curricular activities			
Patient care, outreach and extension	<ul style="list-style-type: none"> Establishment of an exclusive Directorate for hospitals, health and outreach services 	<ul style="list-style-type: none"> Lack of homogeneity in the main and off campuses due to non-availability of qualified healthcare personnel, attributed to frequent migration to nearby institutions, despite providing favourable and conducive working environs 	<ul style="list-style-type: none"> Creation of young professionals , especially in nursing and allied health sciences 	<ul style="list-style-type: none"> Emergence of novel diseases, which require time to understand their pathogenesis and management approach. Changes in the healthcare policy and in the curriculum which are challenges to face and get refined. Inadequacy of resources in primary health centers.
Governance	<ul style="list-style-type: none"> The Vision, Mission, and objectives of SBV is progressive Participatory management fortified by Central governance Committed Management, Teachers, and staff Robust feedback system Transparent admission procedure Gender friendly environment Well-developed SOPs, Road maps and policies 	<ul style="list-style-type: none"> Qualified professionals at the interface of the top brass and the staff involved in implementation 	<ul style="list-style-type: none"> Training of mid-level faculty to don the roles of upcoming administrators 	<ul style="list-style-type: none"> Emerging institutions in the vicinity of the college that pose stiff challenge to the Governance and calling for unique ways and means to sustain the growth of SBV
Institutional values and	<ul style="list-style-type: none"> To serve the society with 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lack of adequate and

best practices	<p>holistic commitment aimed at maintaining the highest ideals expected of a health sciences HEI</p> <ul style="list-style-type: none"> • Ability to excel in specialized areas including transgender care 			qualified staff /professionals in the junior level to realize the potentials of SBV
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CONCLUDING STATEMENT:

Enabling endeavours in the variegated domains of a Higher Educational Institution (HEI) would ever remain in the vision and action of SBV. SBV has been quite receptive in keeping pace with the dynamic nature of any Deemed to be University, especially in view of the powers vested in It to promulgate actions based on exercising academic flexibility. However, care is being taken to comply with, in letter, spirit and action with the guidelines and specifications laid down by the Statutory and regulatory bodies.

Despite SBV being primarily a health sciences HEI, constant efforts have been made to infuse a multidisciplinary approach to enable SBV acquire a well-rounded profile. Furthermore, in an era of globalization- credence, credibility and universality are of monumental importance and more so in the light of ethics driven endeavours.

Upon the bedrock of the **United Nations Sustainable Development Goals (SDGs)** and the **National Education Policy (NEP) 2020**, the guidelines for the **Institutional Development Plan of SBV (SBV-IDP)** have been framed with a view to streamlining and objectivizing the academic endeavours. The role played by industry-academia has taken a prominent place in the recent as well as upcoming initiatives of SBV. The advent of **National Credit Framework (NCrF)** has formed the robust fulcrum for the endeavours of SBV. The proclamation of the **Academic Bank of Credits (ABC)** by the apex commission has been a landmark event in the annals of higher

education in India and SBV has shown alacrity in instantaneously implementing ABC, thus enhancing the credibility and universality of academic endeavours.

SBV-IDP (2022-27) mid-course corrections have been enabled, keeping in view the UGC Guidelines for drafting the Institutional Development Plan (IDP). The UGC Guidelines would continue to guide us in our progress, for the next three years in fulfilling the goals ingrained in the SBV-IDP.



SBV-IDP...Five-Year Plan (2022-27) ... Mid-course corrections

Prepared by the Registry & IQAC for the Vice Chancellor, Sri Balaji Vidyapeeth

April, 2024