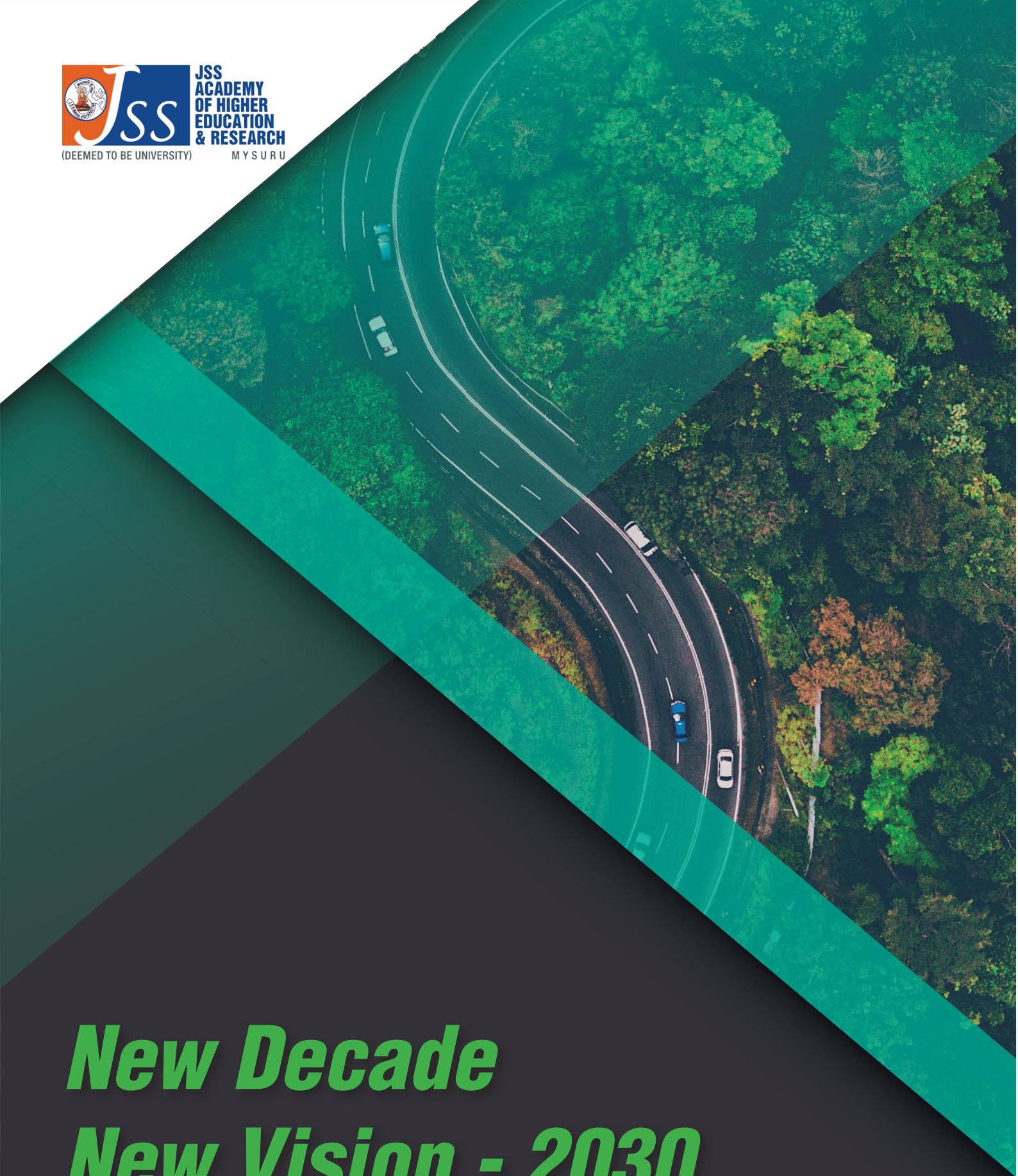
JSS ACADEMY OF HIGHER EDUCATION & RESEARCH
(DEEMED TO BE UNIVERSITY) MYSURU



New Decade
New Vision - 2030
The Road Map of JSS AHER

The Eight Pinnacles of Success

The Need for a Roadmap

- The education space globally is undergone a paradigm shift
- India and Indian Higher Education is competing for its global share
- The Indian HEI's are on increase by the year and there is a need to maintain Distinctiveness and sustain Quality
- JSS AHER has ambitious plan for its exponential growth
- A roadmap will help it realize the same in a timely manner

The Approach for the Roadmap

- 1 year, 5 years and 10 years plan's
- Team driven and Target focused
- Monitoring progress and Review of the milestones
- Inclusiveness
- Resource and Policy support

Academic Acceleration

Academic	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Quality and Excellence	Distinctiveness	National Recognition	Institution of Eminence / Institution of National Importance	Ivy league
Teaching and Learning and Evaluation	Pedagogy and ICT enablement	Digital enablement of Teaching, learning, and evaluation process	Reference Centre for learning content delivery & evaluation	Globally recognized for its TLE resources, capability and innovation
New programs	Programs: 149 Disciplines - Health sciences Life sciences & management studies	Programs: 160 Added disciplines - health Technologies (AI, Medical devices)	Programs: 200 Added Disciplines – Health Economics, architecture, law, Climate Change and Alternate energy	Joint programs with Institutions of National importance and International universities/partners
Learning Resources and platforms	LMS available but not fully exploited	LMS driven Blended education resources with searchable databases	Complete online resources with access to preferred mode of communication being student choice	Reference center for learning resources and Augmented reality resources for experiential training

ICT enablement	Basic and functional	State of the Art	Advanced	Contiguous learning through offline and online modes
New Departments and Schools	Four Constituent colleges and Seven University Departments	3 more Departments to be added	Establishment of Five Schools	Multiple campuses
Accreditations	NAAC - A+ International accreditations -1	Plan and Initiate International accreditations	NAAC - A++ NIRF - Top 25 THE - top 500 WUR QS - Top 500 WUR	Sustain and Advance
Online Education and Distance Education	Initiated steps that recognize the presence of JSS AHER in this space	Become a strong player in online education through niche programs and robust team	Lead the online education and rural outreach through Distance education	Leader in online education in the Health and Life Sciences Sector

Research Surge

Research and Innovation	Present status 2020	One-year plan 2021	Five-year plan 2025
Vision and Goals **Internationally recognized Research Driven University**	Research Intensive University with focus in Health Sciences and Life sciences	Inter-Disciplinary research	Transdisciplinary and translational research
Thrust areas	Clinical - NCD's Pharma - Drug Discovery and development Life Sciences - Biomarkers and predictive sciences	Establishment of highly proficient team-based research in select thrust areas	National reference Centre in selected thrust area
Centres of Excellence	CCRE, TIFAC CORE in Herbal drugs, CEMR, etc.	Establish Centers of Excellence 1. Centre for Regulatory Excellence, 2. Centre of Excellence in Experimental Pharmacology and Toxicology, 3. Centre of excellence in Nano-Biotechnology 4. Centre of Excellence in Pharmacovigilance / Hemovigilance / Material vigilance	Clinical Centre's of Excellence in - • Heart Diseases • Respiratory disorders • Infectious Diseases • Public Health and Preventive Medicine • Medical Genetics • Emergency Medicine • Geriatric Medicine

PhD Program	700+ research scholars registered for Ph.D. predominantly in pharmacy and life sciences	1000 Ph.D. Scholars with major input from medical sciences also with 50% of the scholars supported by national funded scholarships	2000 Ph.D. Scholars with all of them being supported by scholarships provided by funding agencies/ Industry/ University	Collaborative and Integrated PG/ PhD programs with national and International partners
Publications	1000+ publications with 50% of them in the Scopus indexed journals	25% increase in number of publications and about 75% publications in SCI and other databases	5% of Publications with Primary Authorship in Lancet, Nature, Science, and other similar journals of Global repute	All Publication get high citations and authors emerging as opinion makers in respective fields
Patents	10+ awarded 10+ filed 10+ published	25% increase in patents	10% of the publications should lead to the patentable technologies/ products / services. Beginning of Commercialization of patents	Research sustained through earnings from patents

Research Surge

PI driven funded research projects	Current PI Driven projects Rs 25.00 crore	1000 Ph.D. Scholars with major input from medical sciences also with 50% of the scholars supported by national funded scholarships	2000 Ph.D. Scholars with all of them being supported by scholarships provided by funding agencies/ Industry/ University	Collaborative and Integrated PG/ PhD programs with national and International partners
Consultancy	Including clinical trials about Rs 3.00 crores	25% increase in number of publications and about 75% publications in SCI and other databases	5% of Publications with Primary Authorship in Lancet, Nature, Science, and other similar journals of Global repute	All Publication get high citations and authors emerging as opinion makers in respective fields
Sophisticated Instrumentation center	Sophisticated instruments located at separate cites	25% increase in patents	10% of the publications should lead to the patentable technologies/ products / services. Beginning of Commercialization of patents	Research sustained through earnings from patents
Joint research Projects	Inter departmental - many Interinstitutional - few International - three	Interinstitutional -10 International - 5	25% of the PI Driven projects should be Interinstitutional and another 25% should be with international collaborations	Establishment of Joint research laboratories at the collaborating sites and have proportionate investments, outcomes, and recognitions

Collaborations

Collaborations	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Consultancy	Including clinical trials about Rs 3.00 crores	25% increase in number of publications and about 75% publications in SCI and other databases	5% of Publications with Primary Authorship in Lancet, Nature, Science, and other similar journals of Global repute	All Publication get high citations and authors emerging as opinion makers in respective fields
Vision and Goals Worthy Partners and Meaningful collaborations	Reasonable level of collaboration and a few that are valuable	Focused collaborations	Preferred partner from/in India	Collaborations driving the academic and research progress of the University
Industry and Institute	Few MOU's with industry with research focus and placement needs	5 from Fortune 500 E.g., Pfizer, Merck Abbott, Bristol Meyers squib, GSK, J & J etc.	Strong industry presence in the university cutting across academics research, funding and governance	Commercialized technologies process and products bringing distinction to the University
Institute - Institute (International)	Few MOU's with universities in USA and South East with reasonable level of collaborations	10 from top 100 USA, Europe, Australia Africa, and South East	Off Campus in at least one country, Joint Degree programs and Joint faculty appointments and ongoing engagement	Multi - National University with a global governance structure
Institute - Institute (National)	Couple of MOU's with NIPER's but no significant outcome	5 from Institutions of National importance (2 IIT's, 1 IIM, 1 NIPER 1 AIIMS, and 1 IISc)	Joint Degree programs and faculty exchanges including sabbatical and joint publications and patents etc.	Have developed as an Institution of Eminence and supporting new age education concepts
Institute - National organizations	Couple of MOU's with national organizations with no significant outcome	5 National organizations (DRDO, CSIR, DHR, ICMR and NIMHANS)	Conducting programs in niche areas and research programs leading to adoption of technology	National organization driven research center. (E.g., DRDO + JSSAHER lab)
Institute - Global Agencies	Reasonable level of collaboration and a few that are valuable	Focused collaborations	Preferred partner from/in India	Collaborations driving the academic and research progress of the University
Institute Philanthropic organizations	No formal engagement and only alumni-based philanthropy	1 Philanthropic organization (Melinda & Bill gates foundation, Welcome Trust, etc.)	Continue attracting philanthropy and at least have 5 chairs established through philanthropy.	Preferred CSR partner for advancement of science and health care delivery

Global Engagement

Internationalization	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Most preferred university globally for collaborations research and education	Entry level - reasonable presence and reputation	Attract reputed global players	Preferred Partner status	Pride of the Partners
International Collaborations	30% collaborations are international	Forge collaborations with Ten of the top 100 universities. Attract international faculty and students	15-20% international diversity among students And 5% faculty (including adjunct faculty) from global partner institutions	Global presence as JSS AHER, Mysuru (offshore campuses)
International Students	Less than 10% mainly from Africa and Sub-Saharan countries	Raise international student population to 15-20% and identifying new markets	Minimum 20% of the students are international and from at least 50 different countries	Attract students to pursue masters and research programs at the university departments
International Faculty	Couple of MOU's with NIPER's but no significant outcome	5 from Institutions of National importance (2 IIT's, 1 IIM, 1 NIPER 1 AIIMS, and 1 IISc)	Joint Degree programs and faculty exchanges including sabbatical and joint publications and patents etc.	Have developed as an Institution of Eminence and supporting new age education concepts
Internationalization at Home	Not significant	Integration of International and intercultural dimensions into the formal and informal curriculum	Live online international immersions to students through mentorship and buddy programs	Multiple modes of internationalization at home and meaningful engagement with international students
International campuses (Off-Shore)	None that are branch of JSS AHER, Mysuru	Make application / proposal to UGC for setting up a branch campus in Mauritius / Dubai	Establish at least one fully-fledged campus internationally	Multiple global campuses
International Joint Program	Research programs are in progress and PhD program with 1 university is active	Plan at least 1 joint academic program with International collaboration	1 joint program with each of the disciplines	JSS AHER programs to be jointly offered in the collaborator's country

Infrastructure

Infrastructure	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Global campus worthy of its reputation	Well appreciated infrastructure	State of the Art infrastructure at all levels	Fully operational Global campus at Varuna	JSS AHER Global campus gets global recognition
Present campuses	30% collaborations are international	Forge collaborations with Ten of the top 100 universities. Attract international faculty and students	15-20% international diversity among students And 5% faculty (including adjunct faculty) from global partner institutions	Global presence as JSS AHER, Mysuru (offshore campuses)
Varuna Campus	Architectural and planning process complete and implementation stage	Starting of the work at the Varuna site and Life sciences academic blocks and residential blocks to have achieved significant progress	Phase I of varuna campus complete in all respects and Phase II in progress	Phase I and II complete in all respects
Technology level	Basic Technology access	Complete focus on the technology upgradation at all levels, LMS, ERP, AV needs and advanced wifi access	Technology assisted education at all levels	Technology driven education
Carbon Footprint	Solar energy optimization, water management and green spaces and waste management	Aligning with SDG	Leeds certified buildings and infrastructure and campuses	Obtaining carbon Footprint credits and advantages

Information and Digital Technologies

Infrastructure	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Exponential Technologies for an Exponential University	Digitally equipped university with variable levels of excellence	Strengthen Technology support from "Admission to Graduation"	University-wide excellence in use of digital technologies	Exponentially expanding technology support matching the growth of the university.
Internet access and with adequate bandwidth & speed	Reasonably good but uniformly not available	Good internet access with Excellent bandwidth	Uninterrupted internet access with quantum technologies	Un-hackable Internet within the network system and quantum supremacy
Cloud storage remote use of equipment and IOT	Expandable space on cloud to meet the university storage needs	Planning for cloud computing and virtualization	The management of all the data and resources on cloud to access from anytime anywhere by multiple users	Integrate through IOT with hospital databases for academic and research purposes
Learning management systems and other teaching and learning tools	Basic LMS available with limited utilization among the schools and departments	The LMS system is effectively onboarded and utilized by the colleges and students and are also integrated with other learning tools that are widely used in TLE process	LMS and tools have accumulated large number of resources that are curated and made available on searchable databases to students' and teachers	The Physical and online learning and programs are completely integrated with technology so that there is seamless learning possible and comparability between individuals and campuses
Digital research tools and software	Individually owned need-based subscription of research software with limited access	Developing an inventory of research tools subscribed by the university and listing out the future requirements	Setting up the "Collaboratory" - integration of digital tools in a single source - a center without walls.	Standards for communications protocols, data acquisition and data processing software, and data preservation be that are acceptable globally

Digital Libraries, Teaching and learning resources in digital format including journals	Basic infrastructure with only some online journal subscriptions and some eBooks that may or may not be accessible to all the users	Roadmap for digitalization of libraries and all subscriptions and book purchases linked with e-versions of the resources. Identification of vendors and getting approvals and concurrences from users	To have established a digital repository and the libraries serving as spaces for digital learning and collaborative learning using digital technologies that are capable and provide access to e-textbooks & e-journals; simulation; online tests & quizzes; animation and learning objects such as OSCE etc	Library without walls- Anytime and Anywhere library
Hardware - high speed computers networking, and storage spaces for confidential resources	Adequate for present technological interphase with work and education	Develop technology policy and infrastructure that will generate minimal e-waste and equipping all stakeholders for the use of technology	Provide tools for telecommuting, videoconference facilities, computer softphone etc. and integrate with job requirements	Technology enabled campus
ERP and data management	Programs available in bits and pieces and being used in individual units	Put in place Enterprise Resource Planning and develop integrated management systems in real time	Integrate data gathering, utilization and management to leverage efficiency and centralize critical information	Have established an ERP that supports hybrid data management that is AI driven and multi cloud
Office automation and digital communication	Basic and operationalized at individual units	ERP to support complete office automation with necessary tools and digital platforms	All administrative and academic obligations from admission to graduation and beyond supported by ERP and move efficiently	Synchronization of all data from all platforms and be able to communicate with each other
Support Services	Basic support available. Many of the activities are outsourced. No inhouse research team for enhancing capabilities	Assemble the inhouse IT team that can provide end to end services with expanding capability year on year	Most the services and innovations and advancements managed by inhouse IT team	Support services are available across the university system that reflect the capabilities of the various functions of the university
Budget that supports IT infrastructure strengthening	Budget basically available for infrastructure and licensing of platforms	There will be separate head under the budget that will speak about all the IT needs across the institutions and the HR requirements	The budget that is reflective of the IT capability of the University and be able to sustain the expanding needs of the university	The IT budget is justified through the advances made by the the University in its services and outcomes by the reduced costs to the university

Finance and Sustainability

Finance and sustainability	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Surplus Resources and sustainable policies	Adequately managed but accumulation difficult	Design operations that will meet institutional needs of today and tomorrow to achieve its long-term ambitions. Allocation of resources of strengthening of corpus fund.	Design Target operated model that supports restructuring, is transformational and provides for optimization of resources. Corpus fund that can sustain the university for a year and investments that enhance sustainability	Strategic investments that support the growth of the university at the rate of 30% every year without dipping into the investments made and maintaining the baseline income for operations
	Operationally viable budget and making surplus of 20% on average. Present budget is about Rs 350 crores	Budget planning to accommodate investment in corpus fund, proposed expansion project at Varuna and look at increasing it to Rs 400 crores	A Rs 1500 crore budget and reflective of more than Rs 100 crores in corpus fund, and be able to service the debts of Varuna project without restricting the growth potential of the university	An ambitious 1 Billion USD (Rs.7500 crore budget) from all sources including international campuses and off campuses. All debts to be paid off and acquired assets that are reflective of its growth
Accounting and financial performance	Unitizes accounting system that is managed at units and only collation of accounts takes place. The financial performance of the university is reasonably balanced but cannot support ambitious growth or unforeseen risks like pandemics and other acts of God.	Initiate centralized accounting system by using technological tools and can assess and support institutional capability, cost containment and diversification of investments to generate resources.	Plan for enhancing the capacity to attract funds from both government and alternative sources and to be efficient in the execution of its activities that can generate resource to achieve the projected growth	Implement following strategies for financial allocations: Domestic Competition Strategy – number of students and researcher productivity are determining factors. Financial Autonomy Strategy – earn money through spinoffs and spend money. Efficiency Improvement Strategy – Cutting costs without affecting academic outcomes

Financial planning	The financial planning is dependent based on the organic growth of the institution and is more focused towards operational surplus and creation of Physical assets	Financial Viability: The ability to continue to achieve operating objectives and fulfil the mission over a long term. Profitability: Receives more than it spends in an operating cycle. Liquidity: satisfy its short-term obligations with existing assets Ability to Borrow: The ability to assume additional debt. Capital Resources: Financial and physical capital base supporting its operations	Decrease the dependence of tuition fee alone that too from a particular discipline. As the cost of education increases student loans and scholarships will play a critical role in attracting admissions. To develop strategies for the same. Raising of debt from the banks for meeting the expenses relating to Varuna project	Have established successfully niche space, in domestic and global strength, and credibility that builds alliance with industries in particular fields to generate additional revenues and also attract philanthropy
Liabilities	No liabilities	May be required to initiate steps for borrowing for the development of Varuna campus	The revenue and the repayment of debt ratio is managed effectively and efficiently	The debt servicing is completed for the Varuna project
Credit rating	The credit rating of the university is presently good	The credit rating of the university to be enhanced through a planned measure of its creditworthiness	The university would have been able to attract large funds and investments in its growth and would have positioned itself as a creditworthy organization	The university would been able to attract large / made investments in the form of trusts that would help the university to sail through any unprecedented situation
Prudence	Planning of resources prudently and able to operate without constraints	Balance between growth, borrowing and revenue generation should be planned	Revenue generation matches the Growth of the university while ensuring its sustainability	The university be known for its excellent financial planning model be able to showcase the sustainability of university through financial prudence

Good Governance

Governance and administration	Present status 2020	One-year plan 2021	Five-year plan 2025	Ten-year plan 2030
Vision and Goals Governance excellence through value, capability and support	Accepted as one of the best Practice of the University	Plan for Governance excellence as an iterative process	Maximising the alignment of Value, Capability and Support	Significant contribution to the nation and society
Leadership	Committed leaders who understand aligning organisational needs	Strategic directions that foster commitment, shared aims, and accountability	Actualisation of sustainable development of the university	Leadership legacy that sets the organisation in a global league
Good Governance	Governance that is well accepted and respected	Imbibing a global acceptability standard	Good Governance that delivers sustainable performance	Moving from good to great Governance through equity and inclusivity
Delegation of Powers	Clearly laid down delegation of powers	Enabling delegation of powers for a better performance	Responsible use of powers is the cornerstone of the institution's governance	Complete autonomy in realising the roles and responsibilities assigned
Human resource management	Human resource management policy that is basic	Plan a comprehensive HRM policy	Well structured HRM and development	HRM that responds to the exponential growth expectations of the university
Advocacy and reputations	Reasonably good	Structured advocacy policy and promoting academic and research reputation	University leadership and peers in national and international platforms who drive change nationally and globally	Attracting global attention and participation
Recognition	Good	Planning for becoming great	From good to great through national recognitions and awards	International recognition through awards and accolades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