

Avinashilingam Institute for Home Science and Higher Education for Women

(Deemed to be University under Category 'A' by MHRD, Estd. u/s 3 of UGC Act 1956)

Re-accredited with 'A+' Grade by NAAC. Recognised by UGC Under Section 12 B

Coimbatore-641 043, Tamil Nadu, India



VISION 2040 DOCUMENT



**Avinashilingam Institute for Home Science & Higher Education for
Women (AVINUTY); Deemed to be University, Coimbatore, Tamil Nadu, India.**

VISION-2040

Prelude and Context for a Forward-looking VISION-2040 DOCUMENT for the Deemed to be University

Since the dawn of the current millennium, Higher Education in India has evolved at a remarkable pace largely driven by updated national policies and programmes on Education. These changes have necessitated that universities engage in reformulating themselves with updated policies and programmes crafted to match the expectations in the National Priorities while also addressing international competencies developing in higher education. The higher-education reform movement has required universities to embrace *reflection*, *redefinition*, and *redesign* and articulate a concept for their future. Under this context, the VISION-2040 document of Avinashilingam Institute for Home Science & Higher education for Women (Deemed to be University) has been developed.

1.0. Policies, Priorities & Governmental Initiatives as Catalysts for revising this VISION document

1.1. The Government of India, with due approval by its Cabinet and Parliament, has developed landmark reforms in Education as announced in the 'National Education Policy-2020' (NEP-2020). Accordingly, all State Governments and the Universities have been required to completely reshape and reform the Indian Higher Education System across all domains, including their governance systems.

1.2. NITI Aayog's 'Strategy for New India @ 75' is yet another policy document of Government of India which enlists comprehensively all the areas of development, including: Employment and Labour Reforms, Technology and Innovation, Industry, Modernizing Agriculture, Policy & Governance, Value Chain & Rural Infrastructure, Travel, Tourism and Hospitality, Minerals, Energy, Surface Transport, Railways, Civil Aviation, Digital Connectivity, Smart Cities for Urban Transformation, Swachh Bharat Mission, Water Resources, Sustainable Environment, School Education, Higher Education, Teacher Education and Training, Skill Development, Public Health Management and Action, Comprehensive Primary Health Care, Human Resources for Health, Universal Health Coverage, Nutrition, Gender, Senior Citizens, and Persons with Disability and Transgender Persons.

1.3. The Science, Technology and Innovation (STI) policy of Government of India, announced in December 2020, provides renewed impetus to the mainstreaming of equity and inclusion within the STI ecosystem. An India-centric Equity & Inclusion (E&I) Charter will be developed for tackling all forms of discrimination, exclusions and inequalities in STI leading to the development of an institutional mechanism.

An inclusive culture will be facilitated through equal opportunity for women along with candidates from rural remote areas, marginalized communities, differently-abled individuals

including Divyangjans, regardless of their socio-economic backgrounds. The mandate is for proportional representation of women in selection/evaluation committees, addressing ageism-related issues and consideration of experienced women scientists for leadership roles, along with regular gender and social audits in academic and professional organizations.

1.4. Abundant empirical research reiterates that ensuring healthy environment, empowered manpower with special reference to women, transdisciplinary and translational research and development to trigger innovations and inventions in all spheres of higher education are essential to achieve sustainable development goals in health and education. There is an urgent need to reorient the realms of higher education through outcome-based educational pedagogies, in order to ensure healthy lives and to promote well-being for all at all ages in order to build prosperous societies.

1.5. All these circumstances require that universities evolve and develop multipronged approaches to handle the education, holistic integrated health and wellness, nutrition and environment, economics and social burden of peoples' livelihood, especially for women. To meet these challenges will require a suitably trained person-power through Twenty-first Century Educational Technologies, and path-breaking research for social, economic, empowerment with quality of life perspectives.

The new Education Policy-2020 of the Government of India embarks on a revised role for the nation's universities:

'A university will mean a multidisciplinary institution of higher learning that offers undergraduate and graduate programmes, with high quality teaching, research, and community engagement. The definition of university will thus allow a spectrum of institutions that range from those that place equal emphasis on teaching and research (i.e., Research-intensive Universities) to those that place greater emphasis on teaching but still conduct significant research (i.e., Teaching-intensive Universities).'

(Government of India-National Education Policy-NEP 2020, p. 34)

1.6. The adoption and implementation of the National Education Policy-2020 has already started. Indian Universities are mandated to *redesign, refocus* and *reform* their VISION to reflect NEP-2020 as a matter of urgency.

The National Assessment and Accreditation Council (NAAC) has stipulated an assessment of each university's VISION document to evaluate its strategies for effective implementation of the reforms as one of the essential parameters for assessment of the University's functional governance. The NEP-2020 directives also stipulate that an 'Institutional Development Plan' be in place at each higher education institute to steer educational reforms, based on which, it is stated, Governmental grants would be apportioned.

With enthusiasm, Avinashilingam Institute for Home Science and Higher Education for Women (AVINUTY) accepts its responsibility to frame a future-focused VISION-2040 document consistent with the requirements of NEP-2020 and associated reform mandates.

The process of generating, agreeing, and then implementing future-oriented change initiatives makes substantial demands on the time, energy and investment of a university's

faculty, administration and staff. We are proud to say that the benefits of facilitating the reforms described within this VISION-2040 document are broadly perceived as of paramount importance for evolving the Deemed to be University to a level of national and international pre-eminence. Together, we strive to become a premier international women university.

2.0. The Historical Context of the University

Founded in 1957, AVINUTY is a non-profit, public, women-only higher-education institution, founded by philanthropist-cum-educationalist, Dr.T.S.Avinashilingam and maintained by the Avinashilingam Educational Trust and located in the urban setting of Coimbatore, Tamil Nadu with Dr.K.Meenakshisundaram as the present Managing Trustee. It is recognized by the University Grants Commission of India (UGC), under Section-3 of the UGC ACT, 1956 as a fully Government-funded Deemed to be University for Women. AVINUTY enrolls approximately 8,000 women students engaged in courses and programmes leading to UGC/AICTE/NCTE/RCI recognized undergraduate/ postgraduate and Ph.D. degrees.

The **Vision of AVINUTY** is provided below, along with the **Mission**:

***Vision:** Self-development and empowerment of women through modern, scientific and value-based education to enable them to lead a purposeful life filled with moral and spiritual values.*

***Mission:** To provide quality education of global standards on a strong foundation of Indian values and traditions to women students. The institute designs its teaching, learning and research activities based on current advances in science, technology and societal demands with emphasis on commitment to societal progress, peace, harmony and national integration.*

The **MOTTO** of AVINUTY is: *Seek and You Shall Find.*

2.1. As a precursor to outlining the academic responsibility of AVINUTY in shaping this vision of a brighter future for the nation, it is incumbent on the organization to be able to state both its **VALUES** and its **VISION FOR THE FUTURE OF INDIA** consistent with the current policies and programmes of higher education in the Country.

As a well-recognized value-based Higher Education Institution, the following are the explicit **VALUES** that guide AVINUTY in its delivery of higher education opportunities for its women students.

1. **Excellence.** We have a continuous thirst for excellence and are always seeking ways to improve the education, innovation, economy and prospects of those who count on us.
2. **Diversity.** We embrace diversity in people, thought, experiences and perspectives while celebrating and promoting equity & inclusion.
3. **Commitment and Integrity.** We have a shared commitment to impart integrity and honesty to the teacher and the taught to do what is right.
4. **Compassion.** We have genuine concern for all those in our community and commit to serve them with respect and empathy.
5. **Teamwork.** We work collaboratively as an integrated team to improve the care, productivity and performance of our community members.
6. **Culture.** We foster appreciation and preservation of traditional arts and heritage while we serve as a cultural hub for our community.

2.2. AVINUTY's current configuration: The Deemed to be university has the following SEVEN Schools, under which 36 respective domain departments are included (see Table 1, below). AVINUTY offers 148 UG/PG and Ph.D. programmes, in addition to a number certificate/diploma and value-added programmes (Additional details, www.avinuty.ac.in)

Table 1. Present List of Schools and their Academic Departments:

Sl. No	Name of the School	Names of Academic Departments
1.	Physical Sciences & Computational Sciences	Mathematics Physics Chemistry Computer Science Information Technology
2.	Biosciences	Botany Zoology Biochemistry, Biotechnology & Bioinformatics
3	Arts & Social Sciences	Economics Political Sciences English Tamil Hindi Sanskrit Music Psychology Visual Communication
4	Home Science	Resource Management Food Service Management & Dietetics Food Sciences and Nutrition Textiles and Clothing Human Development Home Science Extension Education
5	Education	Education Special Education Physical Education
6	Commerce & Management	Commerce Business Administration Tourism Management
7	Engineering	Biomedical Engineering Civil Engineering Computer Science & Engineering Electronics and Communication Engineering Food Processing & Preservation Technology Printing Technology Science and Humanities

3.0. The Process of Vision Document Preparation:

The Board of Management (BOM) of AVINUTY in its meeting held on 11th January 2021 approved a proposal to develop the “VISION-2040 DOCUMENT” for AVINUTY based on the rationale and context narrated above.

3.1. Vision-2040 Committee:

The BOM also approved the constitution of the “VISION 2040 COMMITTEE” with both external experts drawn from different countries as well as internal experts as detailed below:

- 1 **Dr.S.P.Thyagarajan**,-- CHAIRMAN
Chancellor, Avinashilingam Institute for Home Science and Higher Education for Women, (Former Vice Chancellor, University of Madras) Coimbatore-641043, Tamilnadu. Email: chancellor@avinuty.ac.in.
- 2 **Dr.Premavathy Vijayan**---CONVENER
Vice Chancellor, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore-641043, Tamilnadu.
Email: vc@avinuty.ac.in
- 3 **Dr.Kowsalya**,-- MEMBER SECRETARY
Registrar, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore-641043, Tamilnadu. Email: registrar@avinuty.ac.in

EXTERNAL EXPERT MEMBERS

1. **Dr. Eric Walker**, Founder Dean, Faculty of Travel Medicine & Global Health. Royal College of Physicians & Surgeons, Glasgow, NHS Services Scotland and North Glasgow Hospital, NHS Trust, Scotland. Email: ericwalkerster@gmail.com
2. **Prof. Caven Mcloughlin**, Professor of Psychology, Kent State University, USA. Email: caven@kent.edu
3. **Prof. Dr. Murugesan Thanabalan**, Senior Professor Chemical Engineering Department, Universiti Teknologi PETRONAS Bandar seri Iskandar, PERAK Malaysia. Email: murugesan@utp.edu.my
4. **Dr. K. Dharmalingam**, Director-Research, Arvind Research Centre & National Professor of Biotechnology, Madurai, India. Email: dharmalingam.k@gmail.com
5. **Dr. V. Mohan**, Chairman and Chief of Diabetology, Dr. Mohan's Diabetes Specialties Centre, Chennai, India. E-Mail: drmohans@diabetes.ind.in
6. **Dr. C. Thangamuthu**, Former Vice Chancellor Bharathidasan University, Chennai, India. Email: cthangamuthu@gmail.com

7. **Dr. Sesikeran**, Former Director National Institute of Nutrition, Hyderabad, India. Email: sesikeran@gmail.com
8. **Dr. Usha Ramakrishnan**, Nutritional Epidemiologist, Emory University, Atlanta, USA. Email: uramakr@emory.edu
9. **Dr. K. Rama**, Former Advisor, NAAC; Research Advisor, NAAC, Bangalore, India. Email: ramakondapalli@hotmail.com
10. **Dr. Renata Ticha**, Co-director of the Global Resource Center for Inclusive Education & Co-director of the Research and Training Center on Outcome Measures Institute on Community Integration, University of Minnesota, Minneapolis, USA. Email: tich0018@umn.edu
11. **Dr. Min**, Tae Sun Professor, Animal Biotechnology, Jeju National University, S. Korea Director, Jeju International Animal Research Center, Asian Research Network, Former Secretary General, Korea-EU Research Innovation Center (KIC Europe). Email: tmin@jejunu.ac.kr
12. **Dr. Sasmito Djati** Professor, Department of Biology, Vice Rector, Brawijaya University, Malang, Indonesia. Email msdjati@ub.ac.id
13. **Dr. E. Ramganes**, Professor, Head & Chair, School of Education, Department of Education Technology, Bharathidasan University, Palkalaiperur, Thiruchirappalli, India. Email: eramganes68@gmail.com
14. **Dr. K.S. Pushpa**, Professor, Department of Home Science, Gandhigram Rural Institute, Gandhigram, India. Email: kspushpasarma@yahoo.com

INTERNAL EXPERT MEMBERS:

15. **Dr. K.N. Raja Rao**, Director, School of Engineering, AVINUTY. Email: director_engg@avinuty.ac.in
16. **Dr. (Mrs.) G. Padmavathi**, Professor, Department of Computer Science, School of Physical Sciences and Computational Sciences, AVINUTY. Email: padmavathi_cs@avinuty.ac.in
17. **Dr. (Mrs.) G. Victoria Naomi**, Professor and HoD, Department of Special Education, School of Education, AVINUTY. Email: hod_spled@avinuty.ac.in
18. **Dr. (Mrs.) C.A. Kalpana**, Associate Professor, Department of Food Science and Nutrition School of Home Science AVINUTY. Email: kalpana_fsn@avinuty.ac.in

19. **Dr. (Mrs.) K. Arockia Maraichelvi**, Associate Professor, Department of Human Development, School of Home Science, AVINUTY.
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3.2 The Process of Preparation of Vision-2040 Document:

- (i) Framework development by the Steering Committee of IQAC.
- (ii) Development of draft Vision-2040 document through in-person and electronic discussions and drafting by the Vision-2040 Committee.
- (iii) Faculty consultative process through circulation of the draft Vision-2040 for reflection and feedback responses to all members of the Vision-2040 Committee and placement within the website of the Institute for constituent review.
- (iv) Circulation of the AVINUTY Vision-2040 draft Document to the members of AVINUTY Board of Management for their consideration, approval and adoption.
- (v) Submission of the BOM approved AVINUTY Vision-2040 document to the NAAC through the SSR and to the Peer Team of Experts for consideration during the 4th Cycle Reaccreditation-Reassessment process of AVINUTY.

4.0. The AVINUTY Vision for our Future in India ~ that is to which we aspire!

AVINUTY is committed to contributing to long-term sustainability in an open and transparent manner. We subscribe to the Sustainable Development Goals (SDGs) adopted by all United Nations Member States in 2015. The goals represent an urgent call for action by all countries – *both developed and developing* – in a global partnership. India is a Charter Member of the United Nations and participates in all of its specialized agencies and organizations (Citation: UN General Assembly, *Transforming our World: The 2030 Agenda for Sustainable Development*; Adopted, 21 October 2015; A/RES/70/1; available at: <https://www.refworld.org/docid/57b6e3e44.html>).

These goals were derived after a decade of worldwide data-gathering from developed and developing nations, followed by collaborative negotiation within UN member states. The results were combined into a 20-year plan (*'The 2030 Agenda'*). From within the array of 17

sustainable development goals agreed by UN member states, AU selected the five most pertinent and contextually-appropriate goals for its own 20-year plan (*VISION-2040*).

The AVINUTY approach to sustainability recognizes that reducing poverty and other deprivations must partner with strategies that improve health and education, reduce inequality, and spur economic growth. AVINUTY's progress in reaching the sustainability development goals will serve as a catalyst for action, a mechanism for holding our university to account, and an opportunity for AVINUTY to highlight the remarkable contributions it already has made.

AVINUTY recognizes that it serves as an *Economic Engine* for Coimbatore and the surrounding region of Tamil Nadu and that the educational programming AVINUTY provides is a *Gateway To Prosperity* for its women graduates. The economic benefits provided by AVINUTY to its constituencies not only provides substantial economic support for *individual women* but also to their *extended families and communities*, and to the *region generally*.

Historically, women have been marginalized as *Producers for the Mainstream Economy*. This is **not** stated to diminish their vital contribution to traditional family life, but rather to recognize that women have traditionally been underutilized as contributors to the mainstream, cash-based, regulated economy. It is the considered opinion of the AVINUTY Board of Management, faculty, and students that by providing high quality education for women, the nation benefits by numerically increasing its workforce and in turn by eliminating significant barriers to productivity (viz. hunger, illiteracy, poor healthcare, etc.).

At this point of developing the AVINUTY Vision-2040 document, we will briefly outline the goals for sustainable development targeted as overarching principles that drive the content and delivery of higher education opportunities delivered to the women students within the university. While these goals may not separately feature as degrees or specific coursework offered by AVINUTY, the principles embedded in the five sustainable development goals enrich the entirety of the teaching within our learning community. AVINUTY is committed to preparing its women graduates for major roles in the service of India for future decades through the adoption of these goals.

4.1. There are **Five Sustainable Development Goals** to which AVINUTY subscribes that support the mandates and policies of the Government of India. Following their listing each of the goals will be described.

Goal #1: **NO POVERTY / ZERO HUNGER**

Goal #2: **HIGH QUALITY EDUCATION AND RESEARCH**

Goal #3: **GENDER EQUALITY**

Goal #4: **DECENT EMPLOYABILITY FOR WOMEN LEADING TO ECONOMIC GROWTH**

Goal #5: **REDUCING INEQUALITIES**

4.1.1. AU's Sustainability Development Goal #1: NO POVERTY / ZERO HUNGER

As an employer and economic hub, AVINUTY has a direct role in reducing poverty in our communities through education. By providing people from poorer backgrounds with a quality education we help remove intergenerational poverty. 'NO POVERTY / ZERO HUNGER' is integrally related to other AVINUTY Goals (#2, HIGH QUALITY EDUCATION; #4, DECENT WORK LEADING TO ECONOMIC GROWTH), since the poorest people are most at risk because they are more likely to suffer from hunger, and a lack of availability to clean potable water and adequate, accessible sanitation facilities.

[\(https://www.un.org/sustainabledevelopment/poverty/\)](https://www.un.org/sustainabledevelopment/poverty/).

The ability to feed all its citizenry is key to growing a sustainable national development. When done right, agriculture, forestry and food generation practices can provide high quality nutrition for all. At the same time, it can ensure rural development with people at the centre of the process by supporting the incomes of those who rely on agriculture. AVINUTY, with its credible track-record in the area of 'Nutrition for the under-privileged' can demonstrate how the university is contributing to end hunger, achieve food security, and improve nutrition while promoting sustainable agricultural and food management practices.

[\(https://www.un.org/sustainabledevelopment/hunger/\)](https://www.un.org/sustainabledevelopment/hunger/).

4.1.2. AU's Sustainability Development Goal #2: HIGH QUALITY EDUCATION AND RESEARCH

Education and accompanying Research that is founded on objectively derived investigation becomes a precursor to growing a sustainable economy. Education can serve as a first step out of poverty, especially intergenerational poverty. Delivered fairly, education can help to reduce inequalities and provide the key workers needed to support a fair and sustainable nation (See also: #3, GENDER EQUALITY; #4, DECENT WORK LEADING TO ECONOMIC GROWTH; #5, REDUCING INEQUALITIES).

A high-quality education paired with a philosophy of emboldening its faculty and students with high-quality research practices is an absolute requirement in which AVINUTY must excel. Evidence-sourced education is a key gateway out of all inequalities, including those that are multi-generational. In addition to improving quality of life and human development, access to inclusive education can help to equip AVINUTY students with the tools required to develop innovative solutions to India's greatest problems.

<https://www.un.org/sustainabledevelopment/education/>

4.1.3. AU's Sustainability Development Goal #3: GENDER EQUALITY

Gender equality is a fundamental human right, and a foundation for a peaceful, economically prosperous and sustainable nation. Providing women and girls with equal access to high quality education is a key component for delivering gender equality. AVINUTY recognizes its wider role to drive forward gender equality in all its activities within its communities and constituencies. Ensuring gender equality becomes critical to tackling poverty and hunger (Goal #1, NO POVERTY / ZERO HUNGER). The education of women can be a key route to reducing inequality; women are needed to play their part in generating a fair and just society for India.

4.1.4. AU's Sustainability Development Goal #4: DECENT EMPLOYABILITY FOR WOMEN LEADING TO ECONOMIC GROWTH

Decent work in safe and stable conditions is a vital component for helping people climb out of poverty, with the related benefits of reducing hunger and increasing health quality. Women are often in the most precarious and poorly paid jobs – or face issues of pay inequity and limited advancement opportunities. The incidence of precarious employment reminiscent of modern stigma, and uneven growth in workforce development, creates threats to a sustainable future. As an employer, AVINUTY can lead the way. As teachers, AVINUTY faculty can educate for the future, and as innovators the AVINUTY community can develop new and fairer ways for managing work-cultures.

Sustainable and fair economic growth will require AVINUTY to create the conditions that facilitate conditions for its women students, faculty and staff to access competitive employment/positions representing quality employment that stimulate the economy while safeguarding the environment. Innovation and education are key to this goal.

<https://www.un.org/sustainabledevelopment/economic-growth/>

4.1.5. AU's Sustainability Development Goal #5: REDUCING INEQUALITIES

Equality needs to underpin every aspect of long-term economic sustainability. Although AVINUTY separately explores inequality through the prism of gender (Goal #3: GENDER EQUALITY) the AVINUTY Goal #5, REDUCING INEQUALITIES, takes a broader look at the intersectionality of disadvantage. Disadvantage can be felt through, for example, underrepresented groups who are more likely to be unable to take advantage of society's economic progress.

<https://www.un.org/sustainabledevelopment/inequality/>

Inequality threatens long-term social and economic development, limits poverty reduction, promulgates disease, and can lead to the degradation of agricultural and climate environments (including the 'food-basket' for the Coimbatore region). AVINUTY confidently recognizes that we cannot achieve sustainable development when some people are excluded from opportunities, services and a chance for a better life because they originate from marginalized communities, are first-generation students starting a degree, or are differently-abled individuals including Divyangjans, or those with sensory impairments of vision and hearing. AVINUTY will establish connectivity with all sectors of the community through the student-to-people interface.

5.0. Goals & Objectives for Vision 2040

5.1. Projected Organizational Plan from 2021 through until 2040

Current faculty available and the requirement as per the international norms is given in the Table 2, below. The faculty-to-student ratio is currently 1:19.1. We seek to reach a ratio of 1:14.5 by 2040 with proportionate increase in the number of Schools, Departments, Centers and projected student strength (Table 2, below)

Table 2. Current faculty available and the requirement as per the international norms

Milestones	Current (2020-21)	5-years (2021-25)	10-years (2026-30)	15-years (2031-35)	20-years (2036-40)
Schools	7	12	15	20	25
Departments	36	42	45	50	55
Teaching Programmes	148	160	200	220	250
Projected number of students	7,377	10,100	13,450	16,590	20,750
Projected total teachers	386	580	800	1,085	1,431
Teacher-to- student ratio	1: 19.1	1:17.4	1:16.8	1:15.2	1:14.5
Centres of Education and Focused Research & Development Institutes	12	20	30	41	43

5.2. Proposed School/Centre Architecture of AVINUTY-2021-2040 to enhance *Expansion, Equity and Excellence*:

5.2.1. The following NEW Schools will be established in addition to the present Schools, as per the phase-wise plan outlined in the VISION-2040 Document.

School of Liberal Arts	School of Computer Science and Technology
School of Indian and Foreign Languages	School of Business and Management
School of Life-Long Learning and Community Education	School of Mass Communication and Media Studies
School of Special Education	School of Material Sciences and New Materials
School of Public Health	School of Energy, Environment and Biodiversity
School of Allied Health Sciences	School of Biotechnology, Biochemistry and Bioinformatics
School of Pharmacy	School of Transdisciplinary Sciences and Technology
School of Vocational Education	

- *Other Schools as per developing international knowledge and skill evolution from time to time.*

5.2.2. The following NEW Centres under the appropriate Schools will be established under the relevant departments in addition to the present Centres as per the phase-wise plan outlined in the VISION-2040 Document.

Centre for ODL and On-line Education
Human Resources Development Centre
Centre for International Collaboration
Centre for Arts, Culture and Heritage
Centre for Global Health
Centre for Community Nutrition and Food Security
Centre for Skill Development
Entrepreneurship Development Centre
Bio-Nest Bio Incubator Centre
AYUSH-Nutrition Centre
Anemia and Nutrition Centre
Centre for Financial Wellness
Koushal Kendra Centre
International Centre for Inclusive Education and Disability Studies
Centre for Bioprospecting

Centre for Nanomaterial Research
Centre for Excellence in Topology and Applications
Centre for Excellence in Energy Materials and Devices
Centre for Cyber Security
Centre for Artificial Intelligence and Machine Learning
Centre for Internet of Things and Embedded Systems
Centre for Data Sciences and Big Data Analysis
Centre for Automation and Mobile Technology
Centre for Excellence in Early Childhood Development, Care and Education
Centre for Cognitive Sciences and Human Excellence

6.1 Immediate Goals to evolve AVINUTY as 'multidisciplinary' university: To be achieved by 2025

IMMEDIATE GOALS TO BE ACHIEVED BY 2025

- **Networking with International and National Institutes of Excellence**
- **Technology Integration in all Disciplines**
- **Human Resource Development Centre**
- **Research Consortium for Translational research**
- **Establishment of Bio NEST BiO Incubation Facility**
- **Centre for Excellence in AYUSH – Nutrition**
- **Strengthen B.Voc Programmes and Life Long Learning Centre**
- **Assess HDI in the Community**
- **Facilitate International visiting scholars**
- **Initiate Buddy systems with International students**
- **Expand National Alumnae chapters**

AREAS OF GOALS TO BE ACHIEVED BY 2025

Department/Schools

- Department of Biochemistry, Biotechnology & Bioinformatics, Genomics, Microbiology, medical Genetics and Environmental studies – **School of Bio Technology**
- Computer Science – **School of Computer and Technology**
- **School of Tourism and Hospitality Management**
- **School of Mathematical Sciences**
- Department of Public Administration, History and Anthropology, B.Tech Biotechnology, B.Tech Fashion Technology, Robotics and Automation – **School of Architecture and Planning**

Centres

- Nutrition Counselling Centre, Obesity Clinic
- Centre for Nutrigenetics and Nutrigenomics
- Cyber security, Data Science, Machine Language, Big Data Centre
- Centre for Financial Wellness
- Centre for Early Childhood Care and Education
- Educational Assessment and Remediation Centre
- International centre for Inclusive Education and Disability Studies
- AI & Robotics, lab View NI Academy, Data Analysis, Texas Instruments Innovation centre
- Centre for Manufacturing and Emerging Technologies, RR and Antenna Design

Research

- Low cost drugs and medical devices
- Collaborative research with suitable domains
- Translational research in Precision Nutrition and Health care
- Up gradation of CARA facility for Mental Well-being
- Universal Design for Learning, Technology for disabled inclusive pedagogies STEM for disabled
- Sensor and Assistive Technology, Medical Image processing, Packaging Technology

Extension

- Health and Wellness centre in adopted community
- Technology integration in NSS and CSS activities
- Community Clinics, model Village – Food and Nutrition security, Food Safety and Public Health Nutrition
- Life Skill Education in rural areas
- Early detection of disability and prevention in the community
- Local Hub for supporting Tourists



ACTION PLAN

Distance Education and Online Learning	08
Sandwich / Twinning Programmes with National and International Institutions	07
Earn International Accreditation for Programmes.	06
Strengthen international Collaborations with Global Universities of Top QS and World ranking	05
Strive for Global Funding	04
Evaluate HDI relating to Education, Socio-Economic, Health and Nutritional status	03
Publications in Globally Indexed Databases	02
Networking with illustrious Alumnae Mentors	01

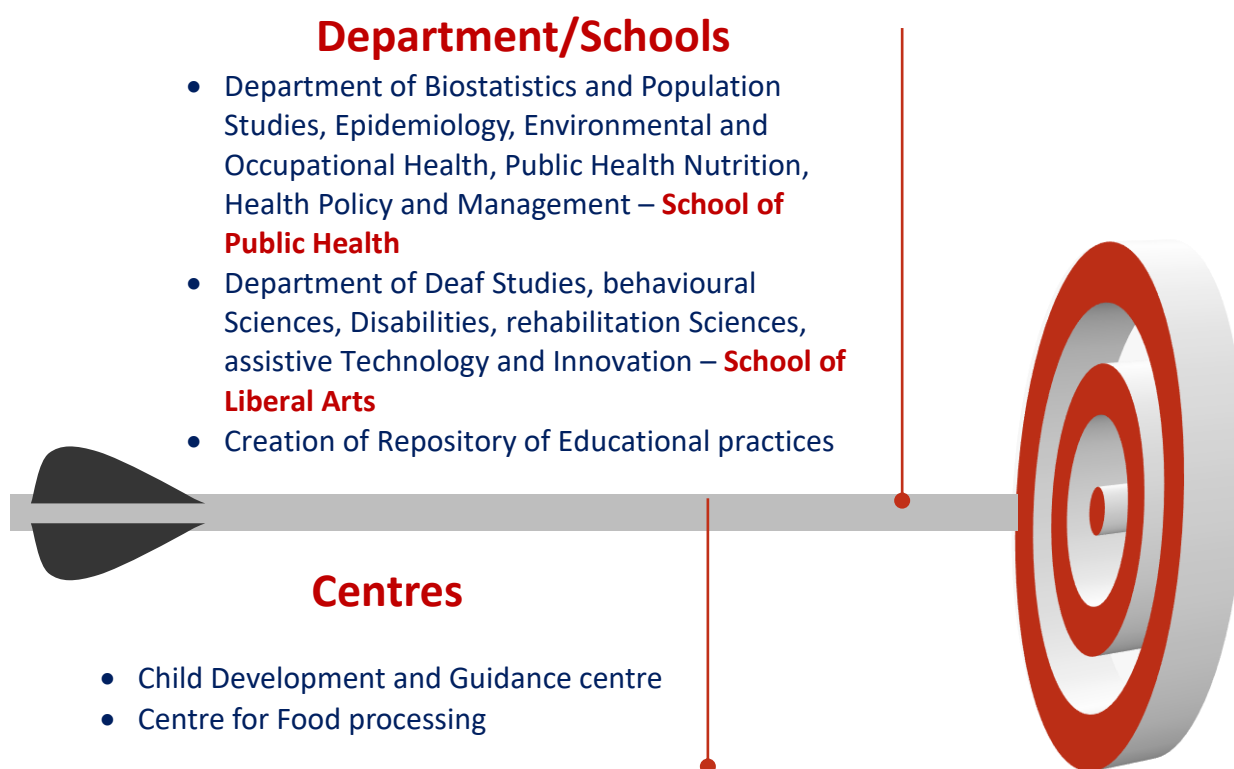


6.2 Medium Term goals to be achieved by 2030

MEDIUM TERM GOALS – TO BE ACHIEVED BY 2030

- Establishment of new Schools
- Repository of Resources for teaching
- National accreditation of Laboratories
- International Centre for Inclusive Education and Disability Studies
- Cutting edge departments – Department of Indian and Foreign Languages
- E – Learning modules in Tamil
- Improve Human Development Index
- Establish International Alumnae Chapter

AREAS OF GOALS TO BE ACHIEVED BY 2030



6.3 Mid Term goals to be achieved by 2035

MID TERM GOALS – TO BE ACHIEVED BY 2035

- Assess and Upgrade the Immediate and Medium term goals achieved
- Facilitate Knowledge Transfer between International Universities
- Strengthen Interdisciplinary fields of Education and Research
- Model Village for Preventive Health Care, Public Health Nutrition Food Security, Technological empowerment, Entrepreneurial and Communication Skill Development

ACTION PLAN



6.4 Long Term (End Term) goals to be achieved by 2040

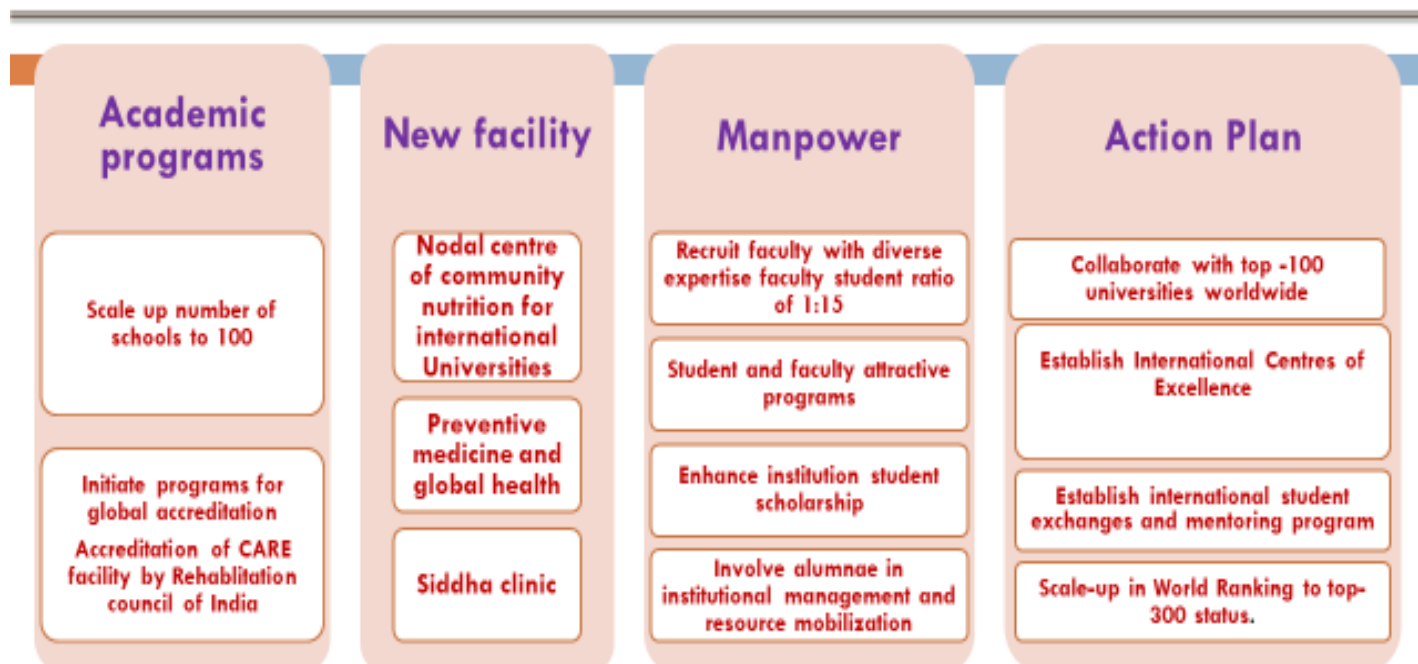
LONG TERM GOALS – TO BE ACHIEVED BY 2040

- QS Ranking – South Asia, Asia and World Ranking
- Internationally acclaimed study programmes
- National nutrition Hub – Expert Community
- Monitoring and Evaluation of Human Development Index
- Programme – Based Global Accreditation
- Progressive and Upgraded status at National and International Level

AREAS OF GOALS TO BE ACHIEVED BY 2040



Long Term Goals - **To be Achieved by 2040**



7.0. Phase-wise Milestones and deliverables:

- (i) Introduce new Schools/Departments/Centres in tune with the multidisciplinary education outlines of NEP-2020
- (ii) Integrate Nutritional Health, Public Health with traditional systems and lifestyle modifications; initiating Schools/Centres of Public Health/Global Health and Allied Health Sciences/Pharmacy to offer trans-disciplinary programmes
- (iii) Build Engineering & Technology programmes in emerging interdisciplinary areas of Medical Technology, Artificial Intelligence, Machine-learning, Data-analytic Skills and Entrepreneurship ~ through novel UG & PG programmes
- (iv) Introduce Schools of Liberal Arts and Indian & Foreign Languages
- (v) Launch new UG/PG programmes through twinning and joint degrees with Indian and Foreign Universities
- (vi) Build UG/PG/Research Programmes of international relevance and employability ~ with students having mobility to access industry & other partnering institutions with credit transfer facility through utilising the Academic Bank of Credits (ABC) scheme of Ministry of Education, Government of India.
- (vii) Add International Visiting Scholars for each department to nurture faculty members
- (viii) Earn International accreditation for AVINUTY programmes
- (ix) Establish a 'Centre for Open-Distance/ Online Learning' with E-resources Development Centre to develop and offer UG/PG degrees, diplomas and Massive Open Online Courses (MOOC) through a multidisciplinary approach
- (x) Establish Centres of Excellence in cutting-edge areas of Science Technology Environment and Applied Medicine
- (xi) Become recognized as 'International Centre of Excellence in Translational Research & Technology Transfer.'
- (xii) Recognition of Departments/Centres in Schools UGC/ ICMR/DBT/DST/DRDO/FIST – Advanced Centres of Research in Areas of Excellence.
- (xiii) Recruitment of renowned research scholars, Post-doctoral candidates and Faculty members whose excellence will strengthen the Research Centres of Excellence.
- (xiv) Establishing a "Model Village" that would implement the five sustainable development goals proposed in this VISION-2040 with the novel programme called **WE GIVE** implying '*Women Empowerment and Growth Initiatives in a Village Environment.*
- (xv) Successful Participation in the World University Ranking programmes to reach within the TOP 300-500 universities rank

7.1. Academia-Industry Partnerships

- (a) Through a functional 'University-Industry Interaction Centre' establish the AVINUTY *Science & Technology Park* with 'Industries on Campus for Innovation and Invention' ~ a synergistic partnership between the university and industries
- (b) Augment relations with industries in India and abroad for enhancing development of new medicines, PoC diagnostics, gadgets, medical devices, software, etc. Develop multi-dimensional research & innovation ecosystem to nurture academia-industry collaboration.
- (c) Partner and collaborate with industry through their CSR initiatives via shared vision and collective ambition that strengthen education and research
- (d) Establish a 'Start-Up Culture' through the Avinashilingam Innovation-Incubation Centre by launching a BIRAC-BIONEST BIOINCUBATOR and Entrepreneurship Development Centre and through MHRD-IIC/AIIRIA programme.

7.2. Institution-building Activities:

1. Strengthen international collaborations with 50 Global universities ranked within the TOP-500 Universities in the World and promote yearlong activities with collaborating institutions.
2. Partner with top-ranked international universities & Institutes to offer twinning & joint degree programmes and promote mutually beneficial, collaborative research ventures.
3. Establish Alumni Chapters across the Globe.
4. Develop 'Promotion of Indian Higher Education Abroad' (PIHEAD) programmes to attract foreign students to AVINUTY through the university's Centre for International Collaboration.
5. Focus on faculty development/professional development and technology development programmes.
6. Increase the student strength to over 25,000 from the present 7,377 and foster the recruitment of additional faculty to achieve an eventual Teacher/student ratio of 1:14.0
7. Develop opportunities to support students financially through on-campus employment ~ including research assistantships and teaching fellowships.
8. Establish offshore campuses to enhance AVINUTY's global presence, recognition and prominence.
9. Achieve a 100% placement record.
10. Academic programmes offered by AVINUTY through its 25 constituent Schools to be increased to 250 and student strength to 25,000.
11. Maintain programme based global accreditation across all the disciplines.
12. Recruit faculty with diverse expertise to meet the new Institute Growth Plan and attract worldwide faculty and students to represent ~20% of faculty and student census.

13. Collaborate with 100 universities worldwide with 50 universities within top 500 world ranks.
14. Successfully achieve the Institution of Eminence status from Ministry of Education, Government of India.

8.0. MISSION PROGRAMMES TO ACHIEVE AVINUTY VISION–2040

1. Enable holistic development of students through integration of technological advances, practical experience, research involvement and inter-disciplinary exposure within the curricula of all academic programmes.
2. Foster inter-institutional collaborations for the development of joint academic programmes straddling medical, health, engineering and technology, liberal arts and humanities, basic and applied sciences, and management sciences ~ providing multi-disciplinary higher education with horizontal mobility allowing graduates to pursue novel educational tracks and acquire global competencies by joining the 'Academic Bank of Credits' Scheme of Government of India and implementing the 'Credit Transfer System.'
3. Create multiple industry-academia partnerships to support academic programmes and industry-immersion semesters in order to enhance the institution's visibility while facilitating increased employability and future job placement for its women graduates.
4. Nurture growth in research capacity among students and faculty through financial and administrative support; with incentives to explore both traditional and uncharted areas with courage and creativity.
5. Create dedicated tracks for faculty in education, healthcare, research and administration to increase the volume and quality of research output through the meaningful integration of Arts, Humanities, Social Sciences, Sciences and Engineering & Technology by translation-research.
6. Achieve high impact in peer-reviewed publication of research while enriching the local and global health research/policy priorities with cross-fertilization of ideas across disciplines.
7. Retain and attract professionals with superior competencies, from India and abroad, in teaching, research and administration through progressive and transparent institutional policies that provide flexibility and recognize accomplishment while providing accountability for compensation packages.
8. Create multiple Global Centres of Excellence within campus as flagships for the nation in specific core areas of specialization (see page 8 herein for examples).
9. Invest in dedicated marketing and promotional initiatives that broadly show-case the institution's credentials.
10. Provide state-of-art infrastructure and create specialized centralized teaching-technology laboratories, E-resource / e-learning multimedia centres, studios and classrooms).

11. Enhance student scholarships, support services, student participation, student exchange and student rewards and awards.
12. Special focus will be accorded to AVINUTY's areas of strength, like:
 - ✓ Integration of 'Global Citizenship Education' in tune with SDG 4
 - ✓ Global Health, Community Nutrition and Preventive Health Care
 - ✓ Technology integration in all disciplines
 - ✓ Special education assistive technologies
 - ✓ Global visibility of Indian culture, classical languages and literature
 - ✓ National and International Centres of Excellence
 - ✓ International showcasing of strengths of the University
 - ✓ Multi-dimensional advances in women's development
 - ✓ Partnerships, collaborative programsme – National and International

9.0. CORE STRATEGIES TO ACHIEVE AVINUTY VISION- 2040

1. Priority search for world-renowned faculty with realistic incentives to retain them.
2. Vision and Mission Statements should not only be in documentation, books and on the walls of the university, but in the hearts of each and every member of AVINUTY family
3. Thrust Areas identification and road maps for implementation
4. Timeline & Milestones projection and strict adherence
5. Implementation strategies with institutional commitments; and
6. An Annual Review system through expert Committees and University Statutory bodies along with merit-based reward-and-incentive system.

10.0. STRATEGY FOR PROMOTION OF RESEARCH & DEVELOPMENT IN AVINASHILINGAM INSTITUTE FOR HOME SCIENCE AND HIGHER EDUCATION.

- Twenty-first century higher education systems the world over have projected 'Research and Development' as an essential pathway leading to the economic development of the country.
- Quality of research output from universities is now quantitatively measured by all the accreditation and ranking systems.
- NAAC provides 25% of the total weightage points out of 1000 for research and its deliverables. NIRF also gives similar points for Research. Correspondingly, the Global

University Ranking Systems (TIMES / QS, etc.) allocates 40-60% points for Research and quality outcome.

- A holistic research and development can be achieved only if the ecosystem is facilitated which consists of systems which builds up E-Environment (R&D), Comradeship, and Organizational supports.
- The ecosystem consists of Administrative ecosystem, Financial ecosystem, Infrastructure ecosystem, Manpower ecosystem and Quality monitoring ecosystem ~ each of which will be addressed in the following sections: 10.1 – 10.3.

10.1. Administrative Ecosystem:

- Research & Development is a time-line fixed phenomenon. Any delay due to administrative bureaucracy at the stages of decision-making and implementation will greatly hamper research motivation, innovation potentials and ultimately aborting research deliverables.
- Research administration need to be seamless, fully automated through Research Information Management System (RIMS) software for all research activities in the university system, to be enabled through fast track approvals for all project activities.
- In order to effectively implement quality research administration, high caliber IT-savvy research administrative staff with the required training/skills are of urgent need in the office of AVINUTY's Dean for R&D
- Another requirement is the decentralized financial powers for the Dean of R&D to facilitate to fast-track appointments of project staff, approvals and purchase of items/equipment adopting university guidelines and provision of Utilisation Certificates to funding agencies.

10.2. Financial Ecosystem:

- While extra-mural research projects-based resource-generation is of paramount requirement, it is equally important that an intramural system is provided (i.e., 'Research Budget' with earmarked fund allocation including annual adjustments).
- The research budget will have provision for infrastructure augmentation, equipment purchase and maintenance, grants for research promotion schemes of the university, fund allocation for research fellowships/appointments, administrative & technical staff strengthening, research quality monitoring services, support for in-house innovation incubator/R&D projects of students and researchers, and matching grants for facilities/equipment sanctioned by various funding agencies and on-time auditing services.

10.3. Infrastructure Ecosystem:

- Research infrastructure includes equipment purchase, annual maintenance of the existing equipment for their breakdown and preventive maintenance, furnishing of the

research facilities, specified infrastructure for newer initiatives such as AVINUTY's proposed Incubation Centre, Entrepreneurship Development Centre, Skill Development Centre, Industry–Academia interaction Centre, etc.,

- There can be an earmarked subhead as “Research infrastructure augmentation” in the institutional budget head for “University Infrastructure augmentation”
- IT, electrical, communication and general maintenance need to facilitate 24/7 by 365 days research operational ambience in the university.

10.4. Research Manpower Ecosystem:

- Research manpower policies need to be evolved to attain the critical mass of quality research personnel. This strategy could be planned at the following levels:
 - Ph.D. fellowships for full time doctoral candidates at the rate of two fellowships per department of the university per year with University Research Fellowships to be selected after due advertisement and a merit-based selection process.
 - Post-doctoral Fellowships (PDFs) are currently an institutional culture in all prestigious foreign universities. This brings a proven benefit to the research deliverable pathway. A university level pool of PDFs, at least one for each department, may be created following a merit-based selection process.
- Research grants for faculty members.
- Early-career grants ~ seed money provided by the university.
- Mid-career grants ~ facilitated through project proposals to funding agencies.
- Senior-career grants – gained through mega-project proposals to funding agencies, potentially along with twinned or partner overseas universities.

10.5. Strategic Plan to Promote Research Quality:

1. From April 2021, the publication requirements for promotion of faculty members at the levels of Assistant Professors, Readers, Associate Professors to the next higher cadres shall *only* be fulfilled by research articles published solely in journals indexed in SCOPUS/Web-of-Science/SCI database, PubMed or UGC-CARE. (i.e., strictly limited approved publication dissemination outlets). All other specifications for promotion shall continue to be the same as stipulated by the respective Regulatory Councils.
2. Since Regulatory Councils, including UGC laid down only minimum standards for strict adherence, as Category-I Deemed to be University, AVINUTY recommends the stipulation of higher quality benchmarked publication requirements for appointments and promotions.
3. All post-graduates who are required to submit dissertations/projects as a part of curricular norms stipulated by their respective Regulatory Council, shall also prepare the manuscript for publication out of the dissertation/project work and submit for publication in parallel before they appear for final year examinations. The guides/supervisors are required to provide necessary support and guidance for fulfilling this requirement so as to enable submission of the manuscript for publication only to SCOPUS/Web-of-Science/ Pub

Med/UGC-CARE/SCI indexed journals along with submission of dissertation/project report to Avinashilingam University for the final university examination.

4. As it is observed that some Professors of Avinashilingam University do not themselves publish research articles in indexed journals after their promotion to Professor rank, it is now proposed that all Avinashilingam University Professors shall publish at least TWO research article per year in the form of original Research communications, Review articles, Case reports, Letters to the Editor, Editorials etc., as a requirement for maintenance of their rank. All these publications should only be in the indexed journals included in Scopus/Web-of -Science/SCI/Pub Med/and UGC-CARE list of approved publication dissemination outlets and journals.
5. It is also observed that many of the candidates registered for Ph.D., even though they comply with the UGC/Avinashilingam University requirements of two publications before submission of synopsis, these publications have often been in journals in a variety of non-indexed journals. Henceforth, it is recommended that all successful Ph.D. candidates shall publish at least two original research articles out of the Ph.D. work besides the Review paper, only in indexed journals included in SCOPUS/Web-of-Science/Pub Med/SCI and UGC -CARE list of journals.
6. It is also recommended that Avinashilingam University, as an incentivizing mechanism, shall reimburse between 50% and 100% of the publication expenses of such research articles ~ published only in indexed journals included in Scopus / Web of Science / Pub Med/SCI and UGC-CARE list of journals based on the Impact Factor/Q-Factor of the journal in which published. The Dean-Research and Consultancy shall evaluate the quality of the publication and provide details along with the reimbursement request of publication expenses.
7. If the first author or the guide has a funded project, the publication charges shall be permitted to be met from their project funds.
8. In order to comply with the UGC Regulations–2018/AICTE Regulations, 2019 on Minimum Qualification of Ph.D. for appointment as Assistant Professors in all Faculties, it is recommended that all teachers at the levels of Assistant Professors/Associate Professor/Professor without Ph.D. qualification working under the Schools of Avinashilingam University shall be required to complete their Ph.D. and earn their degrees before 1.7.2021.
9. With effect from April 2021, all Conference Abstracts, edited books with chapters/papers, workshop books, seminar volumes etc., shall be titled as ‘Proceedings of the Conference’ (or Workshop, Seminar, etc., as appropriate) and reshaped and printed with the help of professional/reputed printers and issued as ISSN/ISBN publications. Efforts can also be made to bring them out as Supplements of SCOPUS/Web of Science/Pub Med/SCI/UGC-CARE listed journals (such efforts are to help comply with NAAC/NIRF requirements of Books, Proceedings/Papers etc.).
10. In order to motivate all faculty members to transform themselves as ‘Best Overall Performers’, a comprehensive Performance–linked Incentive scheme, will be developed and instituted by Avinashilingam University.
11. The research quality monitoring and management will be tweaked to be in tune with Deemed University policies and guidelines as well as Regulatory Councils norms. In addition, Accreditation and Ranking organizations within India (e.g., NAAC, NBA, NIRF) and outside India (TIME/THE/ QS, etc.,) have stipulated benchmarks and assessment parameters that shall be incorporated.

12. In order to institutionalize the 'best practices' of the quality monitoring system, Dean (Research & Consultancy) & IQAC will be empowered in letter and spirit for quality analysis of policies such as Research Promotion Policy, Research Publication Analysis policy, Publication guidelines policy, Plagiarism policy, Resources mobilization policy, Consultancy policy, IPR policy, Innovation policy, etc., to ensure consistency and currency.
13. An annual analytical report will be prepared by the Dean of R&D and submitted to the AVINUTY Vice Chancellor, Chancellor and BoM for their consideration and follow-up action so as to ensure that the foregoing procedures are developed, instituted and monitored.

11.0. Initiatives to attract and retain talented teachers as well as develop junior faculty:

11.1. Career Support:

1. Development of opportunities for upwardly mobile faculty and staff seeking advancement and promotion.
2. Assistance to faculty who may have plateaued in their career development.
3. Financial loan-assistance and bulk-buying opportunities for faculty wishing to purchase/renew their personal IT devices including laptop, printer, router, mobile, etc.
4. Faculty mentorship programmes for research and for teaching.
5. Initiation of a mechanism for faculty to provide input/ideas/suggestions on methods for reconfiguring university supports to better foster staff professional development.
6. Initiatives to encourage and assist faculty and staff to further their career advancement, including: Subsidized continuing education, tuition assistance programmes, workshops, manager training, executive education fellowships, and leadership development programmes. (For example, faculty members may be granted leave to pursue doctoral degrees at premier institutes in India with payment of salary during their study leave.)
7. Advanced training of recruited entry/middle level teaching and research personnel in partner foreign institutions of AVINUTY in the US, UK and Europe.
8. Career support to help faculty balance teaching, research and extension activities with other responsibilities both at work and in their personal lives.
9. Financial assistance for attending national/international professional conferences, support to meet the cost of publication of research papers, filing patents, software-access, purchase of data-sets for research, etc.
10. Preparation of an institutional Governance, Appointment and Promotion Handbook, so faculty can locate information easily.
11. Initiation of a programme for the development of 'Women Leaders in Higher Education.'
12. Development of a robust Human Resources Office to include an on-campus Ombudsperson to assist in trouble-shooting and resolving workplace disputes and the provision of confidential input on workplace problem resolution, and access to advice on ethics, pluralism, inclusivity, equity and justice in the workplace and beyond.
13. A regularly initiated audit of library resources (including online holdings) to ensure that the available supports for both existing and newly developed Schools of the university are adequate, current, and reflect best practices in each academic discipline.
14. A strengthening of on-campus WiFi capacity across all relevant locations for both existing and new Schools of the university.
15. The facilitation of a 'Big Ideas' future-focused discussion group to explore modern teaching and learning paradigms (with a report-back to colleagues and the university administration). For example, methodologies to engage learners in education that is more experiential, holistic, integrated, inquiry-driven, discovery-oriented, learner-centered,

discussion-based, and flexible. Other explorations to include: How to promote creativity, critical-thinking, problem-solving, and develop appropriate workplace dispositions, etc.

11.2. Personal Support:

1. Availability of medical benefits including maternity benefits; dependent benefits; insurance; and retirement planning.
2. Post-retirement medical benefits for employees and their spouse at a nominal premium.
3. Assistance and accommodations for staff with childcare and elder-care needs, and for dependents with disabilities.
4. Access to Wellness Initiatives; for example, gyms, weight modification and nutritional guidance, meditation and yoga therapies, recreational sports programmes for employees (either on campus or through discounted memberships).
5. Paid time-off to meet personal needs, and flexible work arrangements when necessary.
6. Housing and transportation assistance.
7. Reimbursement of staff children's educational expenses to support the basic education of employees' school-aged children.
8. Partial scholarships for the children of staff who earn competitive admission as students to AVINUTY.
9. Employee assistance programme including mental health support and referral, legal and financial advice, workplace concerns, counsellor support for addiction and grief counselling.

11.3. Other Initiatives:

1. Faculty and staff recognition programmes for outstanding workplace achievements, employment longevity recognition, 'colleague recognition' opportunities for superior mentorship, etc.
2. Periodic 'skills advancement' opportunities in technology for faculty members and university officials as they occur; for example, technological advances such as the analytical power in data science (e.g., big data exploration, machine learning, and artificial intelligence).
3. Interactive practical training workshops on conflict resolution and negotiation skills, exit strategies and effective mentoring.
4. Development of programmes for selected retired faculty to allow for continuing contribution to the mission of the university.
5. "Gender Sensitization" training programmes.
6. For foreign faculty: Support with immigration/visa, relocation support and support for dependents.
7. Cultural programmes to honor the diversity of heritage in the region and across India, and the appreciation of current and ancient Indian Heritage Arts.

11.4. Proposal to recruit faculty from industry, Government, non-profit organizations, etc., including foreign faculty:

AVINUTY shall recruit senior industry members as faculty as part of its efforts to build collaborations with partners in industry, NGO, think-tanks, and regulatory and governmental entities, etc. One contemplated arrangement shall be to recruit industry faculty for a fixed

term of 1-3 years. Faculty may also be sourced from the retired pool of employees from such organizations. Foreign experts to be invited as contractual faculty members as dual appointments with their host institutions. Visiting professors, adjunct faculty and research mentors, will also be initiated in order to take the university forward for world university ranking.

11.0. Plan to provide scholarship to meritorious Indian and foreign students

Presently, endowments have been instituted by the Sponsoring Educational Trust for the award of scholarships and fellowships to meritorious/needful students among socio-economically disadvantaged groups, besides the Scholarships and tuition-free-grants as provided by Central and State Governments for students belonging to the reserved categories.

Other new initiatives planned for providing assistance to students are given below:

12.1. Scholarship plan for Indian students:

- Several full and partial scholarships through philanthropists, charities and Foundations
- Opportunities for on-campus employment, such as research assistantships and teaching fellowships.
- Funding opportunities sponsored by the industry partners.

12.2. Scholarship plan for foreign students:

- Opportunities for on-campus employment, such as research assistantships and teaching fellowships.
- Foreign students will also be encouraged to seek funding from their government, philanthropic organizations and other external sources. There will be a Financial Aid Office in the institute to provide a database of scholarships and fellowships.

13.0. Approach and Deliverables

The means for effecting appropriate research into India's future higher education needs, with particular reference to women's education and empowerment is a target of achieving an equal percentage of women as men in leadership roles in Universities, Research institutes, Government administration and Industry and financial management. The subsequent dissemination of the results from such intellectual plans and schemes will be determined at the faculty consensus achieved by AVINUTY under the coordination of the Chancellor/ Vice Chancellor.

It is proposed that the AVINUTY Vice Chancellor will, in the Interim Report to the Board of Management due at the end of the initial year of implementation of VISION-2040, outline an Investigative Plan for the years 2021-25 (that is, the Investigative Plan for 2021-25 is due to the BoM by the end of the first quarter of 2022). The foci and means for future strategies might include but are not limited to: 1. A national conference addressing the topic; 2. Meta-analytic investigation of existing reports and policy considerations forecasting India's future women higher education needs; 3. Custom-designed studies to investigate the centre-stage

role of nutrition in health and wellness conditions specific to India; 4. Pilot survey of predictions by policy-influencers; and consultant-partnership with policymakers, etc.

It is further anticipated that in the first full Five-Year Report due at the completion of 2025, the AU Vice Chancellor will summarize data collected and interpreted as an analysis that speculates on India's women's higher education needs for the year 2035 and beyond. It will also describe how that information will be used to update the educational offerings of the university going forward. Similarly, the AU Vice Chancellor will explain to the Board of Management how similar data collected during 2025-30 anticipates higher education reform needs in the year 2040.

14.0. AVINUTY Good Governance-towards Total Quality Management:

Higher educational institutions and Universities have always projected academic excellence and high quality as their highest goals. Achieving these goals was easier in a time of favorable demographics and freedom of management teams. The environment has changed now warranting improvement of higher education management which is directly proportional to improvement of quality in higher educational institutions. AVINUTY is also placed under such environment and circumstances. Hence AVINUTY is committed to evolve "Good Governance" as a "Quality Movement" based on a set of quality principles to achieve "Total Quality Management (TQM) in AVINUTY." These quality principles are an institutional philosophy and organizational culture that utilizes scientific outcomes measurement, systematic management techniques, and collaboration to achieve the Vision, Mission, Core Values and Goals of our Deemed to be university.

The following are the major quality principles emerged in the TQM practices of International Universities and are planned to be adopted by AVINUTY for bringing about excellence in the higher education system:

- Vision and Mission linked to the driven outcomes.
- Leadership to create quality culture.
- Leadership tiers for effectively supporting quality culture.
- Systems development in administration.
- Systematic individual development among the members of the University community, viz., faculty, staff and students.
- Decision to be made based on facts.
- Delegation of decision making powers.
- Intra- and Inter-Institutional collaboration.
- Planning, Preparation and receptivity to change(s).

Most institutions have Missions but are not accustomed to regularly measuring the outcomes of their processes. Traditionally, constituents within the higher educational institutions act independently rather than interdependently. Leaders are seldom trained in the tools and techniques used to improve systems and processes. Developing management skills and knowledge is not presently the norm in higher education management in Indian universities. Although data are collected for a variety of purposes for directing higher educational

institutions, they are only rarely collatable, since they are infrequently collected systematically before making academic and administrative decisions.

AVINUTY shall make paradigmatic changes in “Good Governance” through appropriate Expert Committee input to usher in academic, administrative and financial reforms based on the cited TQM principles through actual intra-institutional collaboration and working culture as teams so as to achieve the deliverables projected in this VISION-2040 Document.

Usually, when organizational policy changes and paradigms shift, members begin to ask different questions in search of new answers to the same old issues. For this culture to change, AVINUTY management and administrative leadership tiers (including finance and human resources personnel) shall shift their planning and implementing strategies based on how work is done in international universities. Administrators will embrace change as a positive value in the cultural milieu of the institution, as continuous improvement is based on continuous change. Since planning and implementation of academic changes, schemes etc., is an attribute to be cultivated as a culture not only by the AVINUTY-Vice-Chancellors in succession, but also by the leadership tiers of the institution for supporting systems development in administration and systematic individual development among the members of AVINUTY family. Only when such an holistic implementation of quality principles is achieved, then academic excellence in all spheres of higher education system becomes sustainable in AVINUTY as envisaged in the VISION-2040 document, christening her as “Temple of Wisdom” for holistic and multidisciplinary higher education in India.

15.0. Plan for the Future Review, Audit & Amendment of VISION 2040, in the context of possible constraints in the areas of Financial resource generation, National Educational Policy Changes and Global demands in Educational Excellence ordained for World Ranking.

It is typical in Western countries that university’s strategic plans are limited to five years, even though every university has long term aspirational Vision. The understandable reasons for the foreshortened perspective relate to the changing organizational, political, economic, social and technological factors within each nation and world over.

Vision 2040 of AVINUTY has been voluntarily developed with the larger, long-term aspiration of developing herself as role-model for a women’s university as per NEP-2020 and to meet the Global ranking requirements. It has been adopted by the Board of Management of AVINUTY following appropriate consultations. It is to be remembered that at this moment in time the world was experiencing what will become known in history books as the Covid-19 pandemic. There has been no equivalent experience in modern times in terms of the magnitude of death, economic recession and disruption forced upon India by the virus.

AVINUTY has remained fully functional throughout this difficult interregnum; however, not without some urgent need to assess priorities and institute alternative actions to accomplish steady progress. That is, the organization has remained nimble in retooling to address changing needs. The university has retained organizational flexibility to respond efficiently and maintain clear direction so as to ensure high quality education and service to its constituents.

Since the future is unknowable, it is necessary here to acknowledge that in the approximately 15-years between the creation and acceptance of VISION 2040 and actually reaching the year 2040, events may occur that demand that these priorities, timelines and implementation strategies be revisited because of circumstances about which now we can only speculate.

Just as the Constitution of India is known as a 'living document' because it can be amended or changed, AVINUTY Vision-2040, too, is framed as a living document. With this understanding, there is an acceptance that the organization may need to contemplate modifications based on justified reasons in the future.

VISION 2040 has been developed to be consistent with and fully guided by the principles embedded within the National Education Policy of the Government of India, 2020. It is possible that at some time prior to the year 2040, the Government of India could develop a newly revised roadmap for the nation's higher education system. Such change will need to be accommodated into the university's Vision.

Financing higher education in India has always been challenging in the mixed milieu of governmental financial constraints to support high quality higher education and resource generation pressure on higher education institutions in India. The other compounding factors are:

- Industry's involvement is limited to hiring a small portion of graduates, leaving academic institutions struggling with the placement and graduate unemployment issues.
- Very little direct financial support for higher education exists from industry.
- Multi-million educational endowments in India are very rare.
- Government funding for higher education is grossly inadequate.
- Research funding is very perennially limited from Government, non-government agencies and industries.
- Almost all higher education institutions are tuition-fee dependent and are therefore facing severe pressures due to highly subsidized fee structure for students in UGC funded universities.
- Even the well laid out financial support pattern by Government of India through UGC for universities like AVINUTY are not fully implemented resulting in shortfalls in receipt of grants and increased financial stress on these institutions.
- University bound women students' educational directions are generally in the hands of the students' parents imposing greater responsibilities on women's universities in bringing about paradigm shift to effect quantum jump in high level women education in India.
- The culture of autonomy and innovation in all spheres of higher education, though ingrained in NEP-2020, has several strategic impediments from the regulatory bodies and governance systems.

- The financing of higher education is a seriously limiting factor leading to low student–faculty ratios as well as an impediment for securing global ranking. Hence, the financing of higher education is flagged in this VISION-2040 document as a priority requirement that needs to be addressed.
- Should there be national, regional or local forces at work in addition to financial exigencies between the point of adoption of VISION 2040 and the year 2040 arriving, then the AVINUTY Board of Management acknowledges that AVINUTY may be required to make modifications to the Goals, Timelines, and Implementation Strategies for realizing its VISION 2040 aspirations. This facility for flexibility will be enacted only following the endorsement of a Statement of Justification by the AVINUTY Board of Management fully explaining why such flexibility is necessitated.

It is thereby Understood:

1. That annually, calculated from the month of adoption of VISION 2040, the Vice Chancellor or his/her nominee shall present an annual report for approval to the Board of Management including a brief update on VISION 2040 implementation, highlights, and summary (to include goals-met and goals-not-met) during the immediate prior twelve-months.
2. That the Board of Management shall respond-and-resolve to accept for incorporation into VISION 2040, adjustments and modifications to the Timelines, End Goals and Implementation Strategies, according to their interpretation of the necessity for such actions. Every change-order to VISION 2040 shall be accompanied by a Statement of Justification that explains why such modifications are deemed appropriate.
3. That within three-months of the fifth- and tenth-year anniversaries of the adoption of VISION 2040, AVINUTY with the approval of the Board of Management shall, following appropriate consultation with constituencies of the university and with alliance partners, publish a publicly accessible Report summarizing and updating progress toward meeting VISION 2040 standards.
4. That in the first quarter of 2041, AVINUTY with the approval of the Board of Management shall publish a comprehensive report on the Global positioning of AVINUTY in higher education ranking, detailing, auditing, and summarizing the organization's progress in meeting all the terms of VISION 2040, as duly amended.

16.0. APPENDIX.

This Appendix provides *sample detail* of the Metrics and Indicators to be used to evaluate and validate that AVINUTY is meeting targets to support its five sustainable development goals (SDGs). Each of the Five Goals' progress will be audited. Here we present how the Initial Goal will be assessed.

GOAL #1: AU will use the following indicators to gauge its level of involvement in a goal of facilitating **NO POVERTY / ZERO HUNGER**:

- 1. Research on poverty and hunger circumstances, incidence, distribution and causes.** The metric will include papers co-authored with researchers from high-income countries through partnerships/MoUs, and collaborative arrangements, and by papers authored solely by AVINUTY faculty. Examples might include the study of basic services in health (e.g., nutrition, child/maternal mortality) and standards-of-living (e.g., cooking fuel, sanitation, drinking water, electricity, housing).
- 2. Proportion of students receiving financial aid to attend AVINUTY because of poverty circumstances.** One of the key barriers to participation in higher education is a prospective student's financial ability to attend university. AU will support students' basic needs of food, water, accommodation, clothing, sanitation, education, healthcare, and internet. In this context we follow the World Bank definition, defining poverty in absolute terms. Financial assistance includes long- and short-term support (tuition assistance, bursaries, low interest loans, work-study funds, and scholarships; support for food, housing, transportation, legal services, and vouchers for study related expenses.)
- 3. Addressing Campus Food Waste:** This can occur at each level of the food production process: Production, handling and storage, processing, distribution and consumption. Causes can vary (e.g., unsanitary, small, lack of proper cooling equipment), improper transportation of fresh products, production of excess food, too large quantities purchased/displayed, large portion meals, attitude that disposal is cheaper than re-use.
- 4. University anti-poverty programmes.** AVINUTY is committed to admitting students from backgrounds where poverty is an otherwise limiting factor and ensuring that these students have the support necessary to complete their studies.
- 5. Promotion of Community anti-poverty programmes.** AVINUTY will support the wider community in tackling poverty through programmes and/or activities designed or intended to relieve poverty ~ these may be community-led but will be supported by AVINUTY.
- 6. Participation in local policy initiatives addressing poverty.** Participation in policy-making at local, regional, national and/or global level to implement programmes and policies to end poverty in all its dimensions (e.g., creation of environmentally and economically sustainable businesses as start-ups).

