MEENAKSHI ACADEMY OF HIGHER EDUCATION AND RESEARCH

(MEENAKSHI UNIVERSITY)

(Establish under Section 3 of the UGC Act, 1956 vide Notification No.F9-5/2002-U.3, dt.31.03.2004

ASPIRE

2025

Meenakshi Academy of Higher Education and Research

(Meenakshi University)

Strategic Plan 2016-2025

Aspire 2025

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Preamble

Meenakshi Academy of Higher Education and Research (MAHER) was established as a Deemed-to-be University by the University Grants Commission as per Section 3 of the UGC Act, 1956 Vide Govt. Notification No.f.9-5/2002-U.3 on 31.03.2004.

Under the aegis of MAHER, the Meenakshi Medical College Hospital and Research Institute (MMCHRI) at Kanchipuram, Meenakshi Ammal Dental College (MADC) at Chennai, Faculty of Allied Health Sciences (FAHS) at Kanchipuram, Arulmigu Meenakshi College of Nursing (AMCON) at Kanchipuram and Meenakshi College of Nursing (MCON) at Managdu are providing exceptional education in the field of healthcare. In addition to these individual campuses we also have the Faculty of Humanities and Sciences, Faculty of Physiotherapy, Faculty of Occupational Therapy, and Faculty of Yoga Sciences and Therapy in the main campus at K.K.Nagar, Chennai.

As MAHER continues to expand, it is essential to have a well-developed strategic plan that outlines a clear vision for the future. This strategic plan serves as a guide for the decision-making processes, ensuring that resources are allocated effectively and efficiently to achieve our goals and objectives. It is a living document that reflects our commitment to academic excellence, innovation, and community engagement. This plan is the result of extensive consultation and collaboration across all levels of the Institution, and it is grounded in our core values and mission. The strategic plan provides a roadmap for the next ten years, outlining our priorities, objectives, and strategies to achieve our vision.

INTRODUCTION

This Strategic Plan covers the period of ten years from 2016 to 2026. The plan has been evolved after series of discussions and deliberations by members of the Planning and Monitoring Board at various statutory meetings with a view to take MAHER to the next level and thereby meeting aspirations of its founders and stakeholders. The detailed plan is a product of analysis and resulting deductions of a number of factors and key considerations. The participation of eminent stakeholders and scholars, academicians, and researchers, particularly in the field of Health and Allied Health Sciences have substantially contributed to this document**.**

MACRO SCENARIO

The following knowledge sources were deliberated to arrive at the global picture, specific to the programs of MAHER and other emerging areas where MAHER can possibly chip- in, as part of a multi-disciplinary strategy

- A Report on the era of exponential improvement in healthcare. By McKinsey.
- A Report on the Transforming healthcare with AI- McKinsey
- Study by Cognizant "The Future of Healthcare & Life Sciences." A view by Cognizant's Center for the Future of Work
- The Future of healthcare by Deloitte US
- The Future of Health Services Research: Advancing Health System Research and Practice in the United States: A special Publication from the National Academic of Medicine.
- The 10 Pillars of shaping the Future of Health Science Education by Dr. Jeffrey P. Gold
- The Future of health systems to 2030: A paper on health Reforms across the world.

Deductions for MAHER

- The demand for the medical staff, nursing and paramedical, allied health sciences, yoga and mental health will continue to scale up, globally.
- There will be new opportunities for MAHER in rendering consultancy in the areas of testing, surveys, mental health education of working professionals.

- Opportunities also exist in the courses of the future in Pharmacy, Data Science, Cloud, Cyber Security, Design thinking, Disaster Management, AI.
- Opportunities do exist in building skills in the area of telemedicine, digital healthcare products, services and development of entrepreneurs in the related start-ups and clinics.
- New management and IT skills in the field of supply chain management, risk management, IT resilience, cyber security, cost management and cash flow management shall be extensively required in the future.

INDUSTRY ANALYSIS

This was carried out by some of the well-renowned industry leaders on the Board. The next 10 years as foreseen by them were mentioned below:

- Priority developments would be in the area of agriculture, healthcare and healthcare related manufacturing, pharmacy, biotechnology, infrastructure, IT, ITE, MSMEs particularly, in low-skilled manufacturing with emphasis on export, defense manufacturing, e-commerce and electronics.
- Start-ups in the area of healthcare would be on the increase.
- Industry will drive its business leveraging Data, Cloud, AI, Machine learning, Blockchain, virtual and augmented reality.
- There would be an enhanced need to secure data and privacy and build superior skills in cyber security.

Deductions for MAHER

(a) Healthcare industry supports the focus of MAHER's ongoing programs

(b) Emerging areas of technology are required to be introduced in our programs.

INSTITUTIONAL ANALYSIS

SWOC Analysis points out to the following areas requiring focus:

- Gaps in teaching-learning, academic planning, research pursuits, governance, finance and administration were identified. The plan caters for the bridging of gaps.
- NAAC requirements as specified in the NAAC manual, Self Study Report and also in the Peer Team Report of NAAC 1st Cycle.

- NIRF requirement of all the 5 metrics and deficiencies/gaps were addressed in the Plan.
- Regulatory bodies notifications, guidelines and standards were also considered for inclusion.
- The location advantage of MAHER right in the centre of Chennai, renders the advantage offering new programs or faculty related to law, pharmacy. Yoga, allied medical science

VISION AND MISSION

The vision and mission of MAHER serve as a foundation for the institution's strategic planning and decision-making processes. The vision statement outlines the university's long-term aspirations and desired outcomes, while the mission statement defines the institution's purpose and identifies the key stakeholders it serves. Together, these statements provide a clear and concise expression of the university's identity, values, and priorities. The vision and mission statements also serve as a unifying force, helping to align all stakeholders around a common purpose and direction.

Vision

"To be an outstanding Multiversity of excellence ever in pursuit newer horizons to build self-reliant responsible citizens through its assured quality health science education and research programmes"

Mission

- **To develop MAHER into a Multiversity inclusive of various faculties like Physiotherapy, Humanities & Sciences and Health related Sciences etc.,**
- **To provide and plan constantly upgraded infrastructure and learning resources required for meaningful teaching-learning process.**
- **To stimulate and extend the frontiers of knowledge through the faculty development and continuing education programmes.**
- **To make research a significant activity involving faculty, students and other stakeholders of education.**
- **To offer quality health services to all strata of society.**
- **To facilitate independent, innovative research and share this knowledge and understanding with the society.**
- **To contribute to the social, economic and national development**
- **To promote university-industry collaborations at regional, national and international levels with other bench marked universities.**

- **To establish a health system for communication among all stakeholders for vision-oriented growth.**
- **To fulfill the national obligation through Rural Health Mission.**
- **To become a national leader in the highest quality patient care, research, education and public service.**

CORE VALUES

- Commitment
- Excellence
- Inclusiveness
- Empathy
- Integrity
- Gender Egalitarianism
- Social Accountability
- Pioneering innovation

Taking into account the strategic plans of every department and incorporating feedback from all statutory bodies of the university, the following strategic goals have been established.

Goals

Goal 1 – To secure statutory recognitions

Targets

- To be included under Section 12B of University Grants Commission
- To be included under Section 2F of the UGC
- To be declared as Potential Institute of Excellence by 2030

Strategies

- Vice-Chancellor's office to take the necessary steps to become an institute of Excellence by 2030.
- To form a committee which shall prepare the necessary documents required for 12B and 2F application. The Registrar Office and IQAC to support the committee in preparing the necessary documents
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Responsible Person

- Vice-Chancellor to lead from the front

Goal 2 – To increase the number of students admitted

Targets

- To introduce minimum of 10 PG programs in Faculty of Humanities and Science
- To obtain the highest permissible seats sanctioned in B.Sc Nursing program offered at Arulmigu Meenakshi College of Nursing
- To increase the admission to 250/batch in Meenakshi Medical College Hospital & Research Institute
- To improve the demand ratio to 1: 200
- To initiate the process required to admit international students
- To introduce schemes to financially assist students

- To promote holistic development of the students

Strategies

- Principal, Faculty of Humanities and Science to identify programs that are in demand based on the Field survey, feedback analysis as well as global/national trends and to introduce the identified programs after discussion in the Academic Council and Board of Management
- To improve the infrastructure and staff pattern required to enhance the seats admission in the respective programs
- To resort to social media campaign
- To start new faculty that provide programs that are in high demand
- To open admission centers in different states of the country
- To conduct skill development programs that would benefit all students
- To facilitate students participation in cocurricular and extracurricular activities outside
- To encourage student participation in outreach activities
- To introduce schemes for fee waiver, scholarship benefitting eligible students

Responsible Person

- Academic Officer, MAHER

Goal 3 – To extend the institution's social responsibility efforts to new areas

Targets

- To get additional NSS units recognized by the State NSS
- To adopt at least 5 villages under any rural development scheme of the government
- To adopt at least five schools and to initiate school health programs focusing on the need to address holistically the health and nutrition needs of children in a manner which fulfills the needs of today's lifestyle.
- To implement rural posting for students to give additional training
- To start National Cadet Corps Unit

Strategies

- Administrative Officer of MAHER to do the necessary steps to identify villages and schools that can be adopted and to start NSS and NCC units.

- Dept of Community Medicine and Public Health Dentistry to take the initiative of identifying villages/schools as well as plan to conduct health programs
- Heads of Constituent Colleges to introduce schemes by which students will be posted in rural areas for atleast two weeks.

Responsible Person

- Administrative Officer, MAHER

Goal 4 – To implement e-governance in most of the areas of operations of MAHER

Targets

- To complete automation of Examination wing by 2020
- To complete automation of Registry by 2020
- To complete automation of documentation process of IQAC by 2020
- To strengthen the Hospital Information Management System
- To introduce electronic ticket system for support and maintenance
- To introduce Learning Management System to all students by 2020
- To start digital stock inventory for indenting consumables and non-consummables equipments in teaching hospitals
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Strategies

- IT advisor to strengthen the e-governance by identifying suitable ERP that will satisfy the needs of all sections of governance
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Responsible Person

- IT Advisor

Goal 5 – To intensify research and consultancy pursuits

Targets

- To achieve h-index of 50 for the institution by 2025

- To start in-house journal by 2020 and get it indexed in Scopus/Web of Science by 2025
- To achieve the target of 2 publications per faculty per year by 2025
- To increase the intramural research funding to 50 lakhs per year by 2020 and increase by 20% each year thereafter
- To augment research infrastructure by 25 lakhs by 2020 and increase by 20% each year thereafter
- To provide early research exposure to students immediately upon joining the respective programs
- To draw strategy to obtain atleast 20 lakhs each year as extramural government funding by 2025 and increase by 10% thereafter
- To identify five major thrust areas of research and develop the state of the art infrastructure to facilitate research in those identified areas
- To ensure that atleast 20% of the faculty members become consultants in areas of their expertise by 2025
- To strengthen the collaborative research with national and international institutions

Strategies

- Director, Research to suggest the action plan after discussion in the Board of research.
- All PhD /PG guides to take the necessary steps to improve indexed publications
- Commendation Awards to be awarded for people with highest impact factor
- Publication incentives to be provided regularly to encourage the faculty members
- Director Research to identify the potential scope of the In-house journal after discussion in Board of research
- To identify faculty members to be included in editorial board and start the journal at the earliest
- Editorial team to ensure regular publication of the journal and work out the necessary steps needed for indexing the journal
- Board of Management to be appraised about the importance of seed money for intramural research and reach the target within the stipulated time. Research wing to monitor the progress of the research work
- Students should be given exposure to research in early part of their graduation.
- Students should attend Research methodology and biostatistics courses mandatorily before appearing for the exam

- All full time faculty members to apply for Short Term Studentship programme under ICMR to encourage undergraduate research
- All intramural funded projects to apply for extramural research. Director Research to identify and inform all opportunities to avail extramural funding;
- Scholars to mandatorily apply for extramural funding;
- Commendation Award to be announced to students and staff who attract government funding
- Director Research to do identify five major thrust areas in which we have the expertise and infrastructure to conduct research. Seed money to be dispersed to scholars and staff who pursue research in these areas.
- Infrastructure upgradation in specified field to attract consultancy in the specified areas
- Area of expertise to offer consultancy to be identified for the faculty members.
- Consultancy training program to be conducted for identified faculty members as well as students
- Consultancy Policy to be revised considering the general pattern adopted in revenue sharing of consultancy projects.
- Director Research to take the necessary steps to get Darpan and DSIR recognition to facilitate government funding
- All faculty members to identify researchers at national and international levels to collaborate for research purpose.

Responsible Person

- Director, Research

Goal 6 – To increase the portfolio of intellectual property

Targets

- To establish state-of -the-art innovation cafe by 2021
- To publish 50 patents each year by 2020
- To have 150 copyrights filed each year
- To have 50 patents granted by 2025
- To have atleast 30 technology transfer by 2025
- To have 50 design applications granted by 2020

Strategies

- Institutional Innovation Council to be formed by 2018
- Innovation Ecosystem to be built in the institution by 2020
- Space to be earmarked to establish the Incubation center at MAHER and Constituent college by 2018
- Sensitization programs and workshops to be organized for all stakeholders
- Staff to be identified who can be dedicatedly appointed for managing IPR
- In-house patent attorney to be appointed to provide admistrative support for filing patents/copyrights and other IPR

Responsible Person

- IPR Coordinator

Goal 7 – To establish new faculty under the ambit of MAHER

Targets

- To introduce Faculty of Yoga by 2020
- To introduce Faculty of Pharmacy by 2022
- To introduce Faculty of Agriculture by 2025
- To introduce Faculty of Occupational therapy by 2018
- To introduce Faculty of Law by 2023

Strategies

- Registrar to appoint a committee to do the need analysis; Based on the current situation at national and global level as well as the aspirations of the Founders of the parent trust, newer faculty can be initiated

Responsible Person

- Registrar

Goal 8 – To increase student progression and promote alumni engagement

Targets

- To ensure 90% pass percentage by 2020 and increase by 1% every year

- To assist students in alternative career pursuits
- Minimum 90% students to secure placements, higher education upon graduation
- To start inhouse competitive exams training program for students
- To maintain a dynamic platform for sustained contact with Alumni

Strategies

- Mentor-mentee system to be strengthened to know students difficulties in learning process
- Teaching learning process to be made student centric to improve the pass percentage
- Periodic review meet with parents to appraise the performance of students
- Support system for weak students to be established
- Formative assessment to be conducted more periodically
- Objective method of evaluation to be introduced
- Placement cell to identify the needs of the students and give counselling on alternate career path
- In house training for competitive exams to be worked out with suitable service providers; inhouse faculty members can train the students for competitive exams
- To establish and register alumni associations for effective functioning
- Alumni Coordinator to identify a suitable portal that can be used for alumni connect
- Best Alumni Award to be initiated to maintain alumni connect

Responsible Person

- Alumni Coordinator
- Placement Officer
- Students Welfare Dean
- Mentorship Program Coordinator

Goal 9 – To increase patient inflow

Targets

- To increase the in-patients to 2000/day and out-patients by 3500/day
- To implement government programs related to eradication of leprosy, AIDS/HIV, TB and other government schemes

- To introduce compulsory rural posting for students' centric community learning

Strategies

- To provide free food and transport facilities to patients who attend the OPD/IP
- To adopt villages near the institution and provide them with family card to avail free/highly subsidized medical care
- To implement State/Central government programs to attract more patients
- To provide free ambulance services to nearby villages
- RMO to make the necessary background work to implement government programs in MMCHRI campus
- All Heads of the Constituent Colleges to work out the necessary administrative, financial and academic planning to introduce community/rural posting

Responsible Person

- Medical Superintendent/Resident Medical Officer
- Head of the Constituent Colleges

Goal 10 – To upgrade libraries in constituent colleges

Targets

- To facilitate remote access to library resources by 2020
- To ensure integration of libraries in all constituent colleges by 2021
- To augment e-learning resources to 50 lakhs by 2020 and increase by 10% every year thereafter
- To establish e-content development facility with state-of-the-art facilities
- To establish fully digitalized and automated library by 2025
- To strengthen the Computer Section of the library

Strategies

- Chief Librarian to identify vendors who can provide remote access; budget for the same to be proposed to the Finance Committee
- Chief Librarian to identify vendors who provide service for integration of library; budget for the same to be proposed to the Finance Committee

- Heads of Constituent Colleges, Director Research and Academic Officer to provide inputs regarding the e-resources that are needed for teaching learning
- Budget allocation to be presented in Finance Committee and get the necessary approval of BoM.
- IT advisor to propose the budget for infrastructure that is needed in the media center; Dean/Principals to take necessary initiative to train the faculty
- Chief librarian to inform the BoM about the requirements to fully digitalize the library

Responsible Person

- Chief Librarian, MAHER
- Heads of the Constituent Colleges

Goal 11 – To acquire accreditations and certifications

Targets

- To get ISO accreditation for Educational organization, Energy and Environment, Occupational safety
- To get NABL accreditation for all labs
- To get NABH accreditation for the Hospitals
- To be accredited with the highest grade in NAAC by 2025
- To participate in International Accreditation

Strategies

- IQAC Coordinator to form committees to do the necessary documentation, infrastructure upgradation, faculty training for ISO accreditation
- IQAC Coordinator to form committees to do the necessary documentation, infrastructure upgradation, faculty training for NABL certification
- IQAC Coordinator to form committees to do the necessary documentation, infrastructure upgradation, faculty training for NABH accreditation
- IQAC to be strengthened and made proactive. Inclusion of more stakeholders to have a collective picture of the governance
- Senior faculty members with experience in the accreditation process to be made part of the IQAC

- Advisors of MAHER to give the necessary directions to IQAC Coordinator to take necessary action for getting highest grade in NAAC in the subsequent cycles
- IQAC Coordinator to do the background work for international accreditation like JCI
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Responsible Person

- Director/Coordinator, IQAC MAHER
- Advisors, MAHER

Goal 12 – To secure ranking in NIRF in the top percentile

Targets

- To be ranked within the top 100 universities in NIRF consistently
- To be ranked within the top 50 in NIRF under Medical category by 2020
- To be ranked within top 40 in NIRF under Dental Category by 2019
- To be ranked within the top 50 institutes under research category by 2025

Strategies

- IQAC Coordinator and NIRF Nodal officer to draft the plan of action to reach the target under University Category
- Dean, MMCHRI and NIRF Nodal officer to draft the plan of action to reach the target under Medical Category
- Principal, MADC and NIRF Nodal officer to draft the plan of action to reach the target under Dental Category
- Director - Research and NIRF Nodal officer to draft the plan of action to reach the target under research category

Responsible Person

- Director/Coordinator, IQAC MAHER
- NIRF Nodal officer
- Heads of the Constituent Colleges
- Director Research

Goal 13 – To strengthen teaching learning process

Targets

- Medical Education Unit to train faculty members on Student Centric learning methods
- To introduce objective methods of evaluation in all disciplines
- To introduce LMS for teaching learning process for all students
- To introduce LCS in classrooms to facilitate remote learning
- To improve ICT enabled classrooms to 100%

Strategies

- MEU Coordinator to plan programs on periodic basis and train 25% of staff members on student centric teaching learning methods each year
- OSCE and OSPE to be introduced in pertinent disciplines
- IT Advisor to suggest a suitable LMS; Procurement and on boarding to be done in phased manner
- Staff to be trained on using LMS

Responsible Person

- Academic Officer, MAHER
- IT Advisor, MAHER

Goal 14 – To innovate and develop curriculum design

Targets

- To start atleast 30 new programs by 2025
- To revise the syllabus of all programs once in 3 years
- To provide minimum of 100 certificate courses for the benefit of students by 2020
- To ensure that all courses are made intra/inter/transdisciplinary in nature
- To introduce academic flexibility in all program where provision exists

Strategies

- All Heads of the Constituent units to propose programs that are in vogue. Need and demand based programs to be introduced with the approval of the Academic Council and BoM

- The Chairperson of all BoS to revisit the syllabus periodically and bring about revision. Regulatory norms, feedback from students, changing international scenario, government policies should be considered while proposing syllabus
- Value added courses that have a direct bearing on the employability to be offered beyond the working hours for the benefit of students. Budget allocation for conduct of such programs to be submitted to the Finance officer
- All Chairpersons of BoS to take the initiative of identifying atleast five programs with which inter/transdisciplinary training can be given
- CBCS/Electives to be introduced in all programs where provision exists

Responsible Person

- Academic Officer, MAHER

Goal 15 – To upgrade infrastructure

Targets

- To upgrade the infrastructure/facilities within the campus for the benefit of all stakeholders

Strategies

- To construct skill lab, international hostel, state of the art auditorium, indoor stadium, playgrounds, fitness centre and yoga practice room, day care centre, breast feeding room, women wellness clinic, staff quarters, ATM/banks, 24 hr cafetaria, book store/stationery shop,

Responsible Person

- Finance Officer

Goal 16 – To boost efforts for environmental sustainability

Targets

- Phased conversion to LED lights by 2025
- To harness solar energy to the tune of 250 KW to meet the power requirement of the Hospital in MMCHRI

- To convert the one star and two-star rated electronic equipment to five star rated equipment to conserve energy
- To upgrade the rain water storage capacity and facilitate storage of rain water obtained in one spell of rain

Strategies

- All non-functioning lights to be changed with LED lights - Phased conversion to ensure that 100% target is reached by 2025
- Vendors to be identified for procurement of solar panels; Solar panel required to generate 200 KW to be installed at MMCHRI
- Purchase Department to draft SOP for procurement of electronic gadgets that have high star rating to conserve energy as well as to reduce the running cost
- Campus engineers to do the necessary back ground work to improve the water conservation facilities within the campus.
- To propose the budget allocation needed for the required ecofriendly initiatives

Responsible Person

- Registrar

Goal 17 – To upgrade IT infrastructure

Targets

- To attain student computer ratio of 1:5 by 2020
- To achieve 100% Smart Classroom by 2020
- To make all campus as safe campus by installing CCTV
- To establish fully functional media lab-audiovisual recording facility for econtent development by staff members

Strategies

- IT advisor to do the need analysis; outdated computers to be condemned; new computers with the needed specifications to be purchased based on budgetary provision as well as approval of BoM
- To reach the target in phased manner and achieve the target by 2020

- Need analysis to be done by Heads of Constituent Colleges - Identify a suitable vendor for converting the classrooms to SMART classrooms with due approval from BoM
- Quotation to be obtained from a suitable vendor for purchase of CCTV. The vendor with best quote and highest security features to be identified
- To ensure installation of CCTV in all campus by 2020

Responsible Person

- IT advisor
- Heads of the Constituent Colleges

Goal 18 – To provide a robust staff support system

Targets

- To introduce annual self-appraisal system
- To provide financial support to faculty members to attend professional development programs
- To recognize staff members who have contributed to the institution's growth through commendation awards and cash prize
- To set up a Human Resource development center which shall conduct professional development and administrative training programs

Strategies

- IQAC to draft the Self Appraisal form by referring to standard guidelines
- The draft appraisal form to be circulated among the Institution's Officials and Dean/Principals for approval
- To initiate the process of Self Appraisal from the current year after approval from BoM
- Finance Committee to look for budgetary provision for providing financial support to staff to attend conference and other professional development program
- To roll out self-appraisal system to identify staff who have contributed to the institution; To give commendation award on Teacher's Day or any fixed day in a year
- To revise the Staff Welfare Policy accordingly
- To appoint a full time Placement Officer who can be initiate the HRDC and conduct PDPs and ATPs

Responsible Person

- Registrar

Goal 19 – To provide robust Students' support system

Targets

- Provide Institutional Scholarships based on demand or merit to at least 50% of the students
- Improve the support system for international students
- Improve general amenities/facilities to students within the campus
- Ensure 90% students are placed/progress to higher studies upon graduation
- Social Support system to students to be strengthened

Strategies

- To introduce institutional scholarships to cater to the needs of students from diverse background. Full/partial fee waiver schemes to be introduced based on merit or demand
- To provide financial support to students who display extra-ordinary talents and provide an opportunity for them to shine
- To start an international students' cell and appoint Dean International Relations to monitor the cell
- Placement cell to conduct placement training program and organize placement drives periodically. To identify potential trainers who can train the students to handle Campus Placement Drives efficiently
- Students' Counsellors to be appointed in all campuses who are available to counsel the students on important issues
- Parents Teachers Meeting to be conducted more frequently
- Mentorship program to be strengthened. Mentors to meet the students more frequently and have personal rapport with them
- To establish canteen, mess, cafeteria, ATM/Bank, Courier Service, departmental stores, Gym, Music Room, Yoga Room to support the students

Responsible Person

- Registrar
- Placement Officer
- Dean - Students' Welfare

Goal 20 – To introduce decentralization in governance

Targets

- To shift to participative management in all spheres of governance
- To ensure decentralization at all levels of governance for smooth functioning

Strategies

- To appoint Deans for various portfolios so as to ensure decentralization
- To form various committees and sub-committees beyond the statutory requirements with representation from all cadres of staff and students to ensure transparency
- To construct robust feedback mechanisms for all stakeholders

Responsible Person

- Vice Chancellor
- Registrar