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Medi-Caps University

ROAD MAP 2018-2025

A.B. Road, Pigdamber,
Rau, Indore - 453331
Call : 0731-4259500
Email : info@medicaps.ac.in

INDEX

DESCRIPTION	PAGE NO
INTRODUCTION	1-2
TERMS OF REFERENCE	2
APPROACH / METHODOLOGY SEQUENCE	3
ABSTRACT	4-5
ACADEMICS	6-11
ALUMNI	12-19
ADMISSION AND REVENUE GENERATION	20-24
RESOURCE MANAGEMENT AND TUITION FEE	25-29
STUDENTS EXPERIENCE AND SATISFACTION	30-31
PEOPLE, PROCESS & TECHNOLOGY	32-33
THE PROGRAM EVALUATION REVIEW TECHNIQUE	34-44
SUGGESTIONS	45



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1. INTRODUCTION

Medi-Caps University is a premier educational institution in Indore, India, offering a diverse range of academic programs. These include undergraduate, integrated, postgraduate and industry-partnered courses, as well as full-time Ph.D. programs across a variety of disciplines. Admissions are granted strictly based on merit.

Medi-Caps University offers a wide range of programs across seven faculties, including Engineering, Science, Management Studies, Agriculture, Arts, Humanities & Social Science, and Pharmacy. Students enrolled in these programs take core courses (CO) relevant to their chosen faculty, as well as courses from other disciplines such as Humanities and Social Sciences (HS), Basic Sciences (BS), Engineering Sciences (ES), Program Elective (EL), Open Elective (OE), Project, Industrial Training (PC), and Mandatory Courses (MC). This multidisciplinary approach equips students with the knowledge and skills needed to solve complex problems and make effective and ethical decisions in any field of study.

The current MEDI-CAPS UNIVERSITY Strategic Plan began in 2018 and is expected to run till 2025. The purpose of the current five-year plan is to guide MEDI-CAPS UNIVERSITY management decisions and actions during the period to achieve maximum efficiency, productivity, and growth in programs in a collaborative manner. The plan also provides an opportunity for MEDI-CAPS UNIVERSITY to deeply reflect on its achievements and constraints during its 25th anniversary in the year 2025. Furthermore, it will also assist MEDI-CAPS UNIVERSITY to chart the path towards the next 25 years. This will be achieved through mainstreaming the new strategies necessary for ensuring sustainable development of India through the programmes identified and prioritized in the Plan. The Plan has also addressed the critical issue of capacity building in resource mobilization for leaders of the Indian HEIs and recognizes the implications of the increasing youthfulness of the Indian workforce.



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In the process of enhancing the brand image, quality and acceptability of Medi-Caps University in national and international higher education platform and to attract good and quality students and faculty members as well, it was thought to prepare a Road Map of University with measurable milestones. This was aimed to understand the grey areas, to know the strengths and to adopt methods and best practices in escalating public perception of Medi-Caps University. In view of this a high-level steering committee was constituted to conduct a study and advise on administrative and academic measures which would help the University in restructuring the organization and providing more academic flexibility, acceptability in attaining top fifty positions in national ranking.

2. TERMS OF REFERENCE

The scope of the proposed strategic plan includes the following:

- (i) To obtain information from all stake holders of the University,
- (ii) To learn best practices from top Indian universities,
- (iii) To analyze and recommend best practices.
- (iv) To suggest a new organizational structure for smooth functioning.



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3. APPROACH / METHODOLOGY SEQUENCE

- Medi-Caps University's concern.
- Selection of criteria based on NIRF ranking.
- Students' vision – Medi-Caps 2025.
- Collection of data from Medi-Caps University internal sources.
- Interaction with Stake holders of University.
 - Interaction with University officials,
 - Interaction with technical and support staff,
 - Interaction with students, parents and public
- Learning best practices of top Indian Universities through
 - Personal interaction with officials,
 - Website information,
 - Committee Members previous experiences,
- Normalization of information (understanding data, correct the doubtful figures and information, understand the organization and designation trends)
- Comparison and analysis of information
- Selection of best practices suitable for Medi-Caps University
- Suggestions / Recommendations



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4. ABSTRACT

The proposed road map of Medi-Caps University comprised of three operational purposes:

- Operating the University, serving the students, the society, the individuals, as Global Citizen,
- Providing students with affordable, open access to valued, quality higher education and
- Serving as a recognised leader in career relevant education, embracing innovation and change aligned with our purpose and sharing our perspectives and expertise.

In order to achieve the above, it needs commitment and requires development of strategic goals and most importantly a careful implementation. Six strategic objectives to guide its plans, decisions and actions as described below are suggested:

1. Provide innovative, career-relevant education in alignment with accreditation standards and help students build the competencies desired.
2. Help students earn a degree or certificate and achieve their professional goals and successful employment. Engage alumni and business partners as mentors, coaches and potential employers of our students.
3. Serve as a responsible steward of all assets and resources, managing unit cost at or below inflation, to sustainably deliver affordable tuition for everyone.
4. Grow enrollments by 10 to 15 percent annually, creating a sustainable revenue stream to support academic innovation and investment.
5. Improve the whole of the learner experience, commencing with first contact and following through all processes of enrollment, administration, learning, employment and engagement as alumni.
6. Build our professional capability by investing in our people, processes, technology and infrastructure and by leveraging our diversity to innovate.



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Besides strategic objectives, it requires development of core values and culture of university to guide what we do and how we do it. These core values demonstrate how we treat one another as employees. They guide our decisions and behavior to manage our teams, our organization and us. With that in mind, we should adopt and embrace the following core values to guide our actions and behaviors.

- Students first: These are the people who make our work possible.
- Accountability: We are each responsible for our overall success.
- Diversity: Each individual brings value to our efforts and results.
- Integrity: Our principles and standards are never compromised.
- Excellence: Outstanding quality is the hallmark of our work.
- Innovation: We advance so others can benefit from our leadership.



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5. ACADEMICS

The Dream of a world class University should have a transformative impact on society through continual innovation in education, research, creativity and entrepreneurship. It requires careful expansion of an educational experience for students focused on deep disciplinary knowledge, problem solving, leadership, communication & interpersonal skills and personal health and well-being.

With this dream, and supported by all stakeholders, we have the potential to improve significantly. We can better serve our students, faculty, staff, community, and nation through even more effective research, teaching, and service. We can achieve the goals in our vision statement. In short, we can become one of the world's truly great universities.

Academic Plan is an ongoing planning process & planned to launch us toward our ambitious but achievable goals. In this plan we shall focus on

- Academic excellence

The standards of a great university are academic excellence, as measured by the quality of the research, scholarship, and graduates it produces along with their collective impact on the larger society. To be a great university, the prevailing culture must demand excellence in all endeavors. That excellence can only be achieved when all parts of the University - administration, faculty, staff, students, and alumni - are committed to the highest standards of performance. In today's world, academic excellence requires elements and experiences beyond those traditionally associated with universities. For example, an excellent education today requires an understanding of diversity and how diversity can enrich our learning and our lives. It also requires an understanding of how theory and practice meet, an understanding that can be enhanced through a rich array of service, outreach, and partnership opportunities. Academic excellence also requires state-of-the-art infrastructure and a talented and highly motivated staff.

- How far are we from that model?

We need to assess where we stand today - comparing our current position with our peers, including a number of aspirational peers. It requires a benchmark study. Further, we must participate in all ranking surveys to evaluate us.



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- What challenges must we overcome to attain our goals?

We could be far from our model. Today, Medi-Caps University might be perceived as having good academics, but not outstanding sports persons or singer. Allowing for many exceptions to such gross generalizations, that perception is fairly close to the mark. So where do we start? It is clear that our focus must be on building academic excellence. For while the University needs to continuously improve in many areas, we will never be a truly great university without dramatically enhancing the reality and perception of the teaching and learning and research and scholarship we do - and without the service activities that flow from our excellence in these endeavors.

In addition, we will not succeed without explicitly defining expectations for other faculty, and departments that make significant contributions to the University. We must also recruit and maintain the finest possible faculty and staff and provide faculty and staff members with competitive compensation. We must also upgrade the achievement level of our undergraduate student body. So does the preparation level of our incoming students, although we have made real progress in that measure over recent years. Finally, there is strong support for improving the University infrastructure, with particular attention to the appearance of the campus and the cleanliness and quality of maintenance of campus buildings. We must challenge ourselves to create a campus environment that contributes to and is consistent with academic excellence.

- What are the internal and external factors that will influence our journey?

The Academic Plan is a product not only of our vision and aspirations, but also of the environment in which we operate. This environment includes broad economic and societal trends as well as the pressures, opportunities, and resource constraints that confront higher education today. Together with the actions of benchmark universities, these forces like The Information Age, Globalization and demographics, Technology, Continuous and rapid change, help define how the University can best achieve its objectives. We must accelerate our decision-making process, become receptive to more innovative ideas and partnerships, and make organizational and process changes that will enhance our effectiveness.



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- And, finally, what are our core strengths?

Can we succeed?

Is our vision realistic?

As challenging as it will be to reach our goal, the quest is not idealistic. To be counted among the top innovative and research universities in the nation is achievable. A quick SWOT analyses is obligatory to identify the strength and to plug the weaknesses.

Medi-Caps University can rightly develop and claim great strengths in many areas, strengths that it can leverage to its advantage. With these strengths, and the initiatives that follow, we can move aggressively toward our vision of academic excellence.

5.1. Strategies and Initiatives

Strategy:

1. Provide innovative, career-relevant education in alignment with accreditation standards and help students build the competencies desired.

Action Plan:

- a. Build a world-class faculty:
 - i. The objective is to have 100% faculty members with PhD degree in next five years of time.
 - ii. A robust faculty recruitment process may be adopted with minimum eligibility degree as PhD with and at least one SCI/SSCI/SCIE/SSCIE publication,
 - iii. The existing faculty members may be encouraged to complete their PhD in three to four years of time, failing which they may be dropped.
 - iv. The faculty members may be encouraged for research with some seed money, training and financial benefits for publication. The performance/ progress may be linked to their promotion/ increment. Dead-woods may be detached periodically through some assessment process.
 - v. HoDs and Deans may ensure capacity building of their faculty members through periodical training.
 - vi. Extreme care may be taken to retain the faculty members.



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b. Develop academic programs that define University as the nation's leading university.

- i. The objective is to develop career relevant education and help students to enhance their skill.
- ii. Develop Contemporary program. One team comprising senior and young faculty and non-faculty members may be constituted who would advise the University on programs to be introduced or discontinued every year.
- iii. There shouldn't be any difference between curricular, co-curricular and extra- curricular. All may be clubbed into one as curricular and they may be put as core, subject elective or open electives. Credits may be attached to all these courses. The objective of this clubbing is to have a holistic development of the student in engaging them in all activities.
- iv. The program/ subject/ courses may be customized rather than standardized.
- v. Faculty may not hesitate frequent modification of the content and delivery process of the course as per requirement of industries.
- vi. Flexible credit transfer system for the university for national and international transfer may be developed.
- vii. Semester off or year off may be considered for students and relevant credits earned elsewhere during these periods may be considered for award of degree/ diploma.
- viii. Active involvement of alumni-industry-peers in Syllabus formulation, pedagogy development, flexible credit transfer, short term courses, skill development may be ensured.
- ix. Departments may be given autonomy to start summer training, short-term course, internship, skill development, corporate training programs and part of revenue may be shared with university. A policy may be created accordingly.
- x. Online, continuing & integrated programs, open learning courses may be introduced stage wise.

c. Create an effective communication scheme for learning.

- i. Importance may be attached to improve the communication of the students. More credits may be allotted for communication skill.
- ii. At least one Indian language, other than their native language, may be made compulsory to students. Learning of foreign language may be made optional.

P. 20

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d. Develop a Flexible and effective assessment system

- i. Appropriate assessment procedures (depending on suitability of the program) such as quiz, role play, presentations, skit, group discussion, class participation, mentoring to juniors, may be applied to assess learning outcome.
- ii. Continuous assessment system, as appropriate, may be introduced and the weightage of the end semester examination may be reduced to minimum possible to ensure students involvement and attention in learning.

e. Create a Culture of Research.

A culture of research may take years to develop and, once established, requires regular maintenance. Policies relating to research must be enforced with regularity over time before they are accepted. Once changed policies have been accepted, administrators must be prepared to meet continuing challenges, such as maintaining research funding, developing partnerships with outside institutions to expand research opportunities, and confronting institutional changes.

- i. One “**Dean Research**” may be appointed who will lead and monitor the research activities.
- ii. The culture of research requires both university (represented by Dean Research) and department leaders to set clear research goals and prepare a Research policy. The policy must be accompanied by a well-defined plan of research success evaluation as well as any accompanying changes in compensation. Adjustment of job descriptions to include statements of research and teaching expectations may be allowed.
- iii. More Post-Graduate and Doctoral programs may be introduced after assessing its sustainability.
- iv. Resource allocations based on faculty members’ current motivations and abilities may be prioritized.
- v. Student research skills through research assistantships may be encouraged.
- vi. Enrollment of Doctoral (PhD) students may be increased and regular fellowship may be attached to it.
- vii. Collaborative environment open to the free exchange of ideas may be created where research, creativity, innovation, and entrepreneurship can flourish.

P. 20

- viii. Students project and dissertation may be selected in line with the theme of the research areas of faculty members.
- ix. Adjunct faculty members and business partners (industries) may be involved in finalizing research project. The arduous issues of the industry partners may be taken as research or students project.
- x. Proper resource allocation and planning may be structured to train faculty members for research work and publication.
- xi. Incentives and benefits may be attached to the publication and research projects to encourage the faculty members.
- xii. Some PG programs degree may be awarded only through research and a policy may be prepared accordingly.

P. 20

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6. ALUMNI

The involvement of alumni in supporting and providing contributions voluntarily to their university is important for maintaining and expanding a university's development. By establishing channels that can facilitate closer ties between the alumni, students and university, it can provide crucial benefits in enriching the student's experience while being at the university. Every alumnus has experienced being a student to becoming a unique and different graduate, hence there is potential for all alumni to contribute to the university in different ways and scale.

- Role model and inspiration

Our Alumni is an effective role model and can be easily accepted by students. With the return of the alumni to support the university, they bring with them credibility and justification as part of a successful university, having breathed the same air and encountering similar challenges faced by the students. Experiences that are shared by the alumni with students whether in time management, financial management, development of self-discipline and character, or in career management can be more easily accepted as guidance and inspiration by students. Through this way, alumni can assist in strengthening confidence, improve motivation and inculcate the right culture in line with what the university intends to convey to its students.

- Career mentor

Competition in entering the work force is becoming more intensive as a result of a higher number of graduates compared with a limited number of job opportunities. Job availability is more critical in certain sectors. In the final year of their studies, students must identify seriously their career prospects. This is the right time for alumni to support the students by mentoring them on their career opportunities in the industry and opening channels for the students for acceptance, either in undergoing practical learning or work experience in the institutions where the alumni reside in. Alumni can be a reference for the faculty concerned in meeting the needs of students and graduates in obtaining work in selected fields. The curriculum at the university can be improved as to fulfill the work aspirations of the students.

- Providing expertise

Besides that, the alumni can contribute by providing their expertise in their occupation in developing new study programs in the university. Alumni can contribute as a guest lecturer, advisor in committees, industry experts and cooperative partners in projects with the university. This will improve the development of their alma mater. In the field of industry research, alumni can open doors for the university to enter into industry networks in the spirit of collaborative working. This gives opportunities to the university to improve in a particular industry by applying the theories that have been analyzed and tested with other



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industry experts. Success in knowledge transfer will further improve the capacity and the reputation of the university with significance nationally and internationally.

- Opportunity to access professional development

The senior alumni community that are successful can be a most effective medium not just for the university graduates but also with the younger alumni. When the alumni community is successful and obtain recognition from the corporate world, industry and the wider community, it can potentially create a stronger network as well as trust in the university and in turn, will assist younger alumni from the university to access opportunities in improving their careers and professionalism.

- Improve student recruitment efforts

Alumni can encourage students especially their family and friends to consider their university as the provider of higher education. The alumni can also show the students on how to join the work field after finishing their studies. Experiences in the university and the success of the alumni in their work can be of significant factors for students in choosing a university. Other than that, voluntary alumni can be ambassadors that are involved actively in student recruitment efforts that are made by the faculties of the university. The initiatives can be implemented at a national, regional and international level depending on the alumni's potential and position.

- Increase efforts in collecting funds

Alumni especially the more senior ones that are more stable from the economy perspective are able to reduce the financial burden of underprivileged students in university. It is similar to lighting a candle that will give meaningful positive impact to the students' lives. An active alumni association can encourage greater collection of funds enabling the establishment of scholarships, supporting students' activities, cultural programs and clubs and associations expeditions, assisting in establishment of infrastructure for people with disabilities and support innovative improvements at the university. The endowment fund can sustain the sponsorship of significant programs, scientific research discoveries and supported hundreds of professors in various fields of academic.

- Support the university's reputation

Views and positive statements that alumni present in relation to their university through media or other physical or social means provides support for the university reputation. It can influence the community because of public perception that the alumni is more understanding of the challenges faced at the university having undertaking several years at the university. Alumni that have served successfully in various sectors, either domestically or internationally, have authenticated the

P. 28

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quality and effectiveness of the education program, research and the university's community. The more influential the position of the alumni in their work, the higher the recognition that society will place on the particular university.

The alumni's role is crucial for the development of the university. Alumni can provide support in various aspects that are beneficial to the students, graduates, alumni, universities and the society. The alumni's opinion in developing the university and proposed solutions to the challenges faced by the university is highly valued by the university in achieving its vision and mission. The alumni is an asset to the university, and their contributions and involvement can significantly increase the reputation of the university nationally and internationally. Finally, in the framework to strengthen the development of the state and the nation, successful alumni can be the social model for unity of the society and a factor for economic growth and development.



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6.1. INDUSTRY PARTNER & PROFESSIONAL ASSOCIATION

No matter what a student has chosen his field of study, as a university, we should ensure that the student stay abreast of any changes in his chosen industry. There are numerous ways that this could be accomplished e.g. industry internship, networking events and professional associations. It is essential to strengthen the Institute-Industry partnership and professional association for benefit of University, Industry and the Society.

6.1.1. Industry Partnership

- Benefits for Universities

Industry partnerships give students and faculty additional exposure and funding. By striking up corporate partnerships, universities have more resources to undertake research, and they're able to diversify their research areas.

University know that some problems can't be solved in isolation in a lab, and industry feedback is key to taking an invention or product from conception to market.

Students shall have more opportunities in getting internship and jobs. Companies—who don't have the time themselves to incubate ideas—are struggling for graduates who have the pulse on emerging markets. And, they've mentored students, who are acquiring expertise long before they're employees. The mentoring is critical for student training, for skills development, and also for job placement,

This pipeline from research student to employee is also powerful PR for universities. When companies quickly scoop up these graduates, universities can point to the strength of their faculty and programs. Strong job placement numbers are enticing to prospective students—and assures other possible corporate partners that their talent pool is deep.

And finally, a hot market for entrepreneurial-minded, experienced graduates puts students in the driver's seat when it comes to choosing a career path. We can say to the students: 'Make a job, don't take a job.'

- Benefits for Industry

Companies are hungry for ideas, and the actual technologies and intellectual properties to commercialize those ideas. And, companies are hungry for talent. This is a very good opportunity to expose students to the industry culture. When students graduate, they are better prepared to start working at these companies.

Industry may be benefited to have a customized program of their interest area or product which University could provide.

The benefits for companies continue to stack up, including access to a network of faculty, key opinion leaders, and lead scientists, and the ability to team up with other companies interested in the same research. Industry has the funding for research and the experience to commercialize a product. Universities—who are

P. 2

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receiving some fund than ever before for scientific research—are research powerhouses who can tackle the in-the-trenches work to invent, develop, and test products.

- **Benefits for Society**

While universities and industry enjoy a symbiotic relationship, society also benefits from a trained workforce answering today's most pressing challenges and creating technology to improve lives.

Students are going to become trained in highly skilled industrial applications, and they are going to be impacting the economy by creating a workforce that is relevant to those areas of national interest and industrial interest.

6.1.2. Professional Association

Joining a professional association is a win-win situation for students because while they are networking with professionals, they are being praised for taking the initiative to learn more about their field of interest. Members of professional associations are student-friendly and want to mentor incoming workers as they transition to the corporate world.

Beyond networking opportunities and learning more about a career field, students can also benefit from these aspects of professional associations:

- **Internship and job opportunities.**

Professional associations often have listservs where employees from companies looking to hire post open jobs or internships. Students may know what they want to do after graduation, but actually finding a job can be difficult. These listservs are a starting point and students can be confident that these are credible jobs.

- **Conferences.**

Students can attend at a discounted rate and hear from keynote speakers in the industry. When students go for an interview, they can impress the employer by knowing all the trends in the field that they learned from the conference.

- **Industry standards.**

Information will be available about continuing education opportunities and new certifications. Professional associations often distribute an e-newsletter that keeps students informed about new statistics and best practices in the field. Webinars can be offered on hot topics as well.

- **Codes of ethics.**

If students haven't already picked up that credibility and trustworthiness which are essential as a practitioner in a field, they will pick after joining a professional association. It's vital to understand these codes in order to know what is considered best practice and what is accepted in the industry.



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- Updates on policies.

It's amazing how much one piece of legislation can impact a profession. A section of the professional association is devoted to updating members about these changes. They also advocate for the profession and notify members about how to prepare for any change.

6.2. Strategies and Initiatives

Strategy

Help students earn a degree or certificate and achieve their professional goals and successful employment. Engage alumni and business partners as mentors, coaches and potential employers of our students.

Action Plan:

- Create a strong and effective alumni base
 - i. Formally register Alumni Association under Society Act and give autonomy to that society
 - ii. The office bearers of Alumni association should operate all the activities including fund management independently. One professor in-charge should coordinate between University and Alumni association.
 - iii. All the Departments may be sensitized to have their own (departmental) student and alumni list and they must have active communication with them.
 - iv. The Alumni association should have an active mailer list of its members and must share all university events/ happening/ developments to the members religiously.
 - v. The Annual Alumni meet may be finalised at least year before and posted in University website.
 - vi. There should be an Annual Students Souvenir enlisting all the graduating students name, email, permanent address, achievements department wise.
 - vii. The HODs must ensure in getting alumni feedback every year on syllabus development and pedagogy for each subject/ course.
 - viii. The DC, BOS and Academic council should have at least one alumni member (ex-officio) in their constituents.
 - ix. The Prof-in-Charge Alumni association should take initiative to establish alumni chapters in different cities.
 - x. One Best Alumni Award may be instituted and conferred during the convocation.

P. 20

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- Let's have an active Industry association
 - i. One senior position like “**Director Corporate relation**” may be created who would interact and take the industry collaboration job ahead.
 - ii. One data base of relevant industries (regional, national, international) be prepared. HoDs/Deans may be impressed to contribute the names of the industries of their relevance.
 - iii. The industries may be contacted personally and/or through email and the information about University in form of a Power point presentation and information brochure may be shared.
 - iv. The HoDs may be encouraged to visit their related industries and ensure direct coordination in curricula development, students; engagement and research.
 - v. MOU's with selected/ willing industries may be signed and shared with concern HoDs and Deans.
 - vi. New programs either degree or certification program may be started as per the requirements of the partner industries.
 - vii. Skill development short and certification programs may be initiated for the employees of the partner industries.
 - viii. Class work and teaching for skill or certification program, if required, may be conducted at work place of partner industries.
 - ix. Experienced and qualified workers of partner industries may be identified and designate them as Adjunct Faculty of Medi-Caps Universitys and when required. These adjunct faculty members shall be the mentorand guide of the Medi-Caps students on training / intern in that particularindustries.
 - x. A policy may be developed to remunerate the Adjunct Faculty members and to categorize their nature of job.
 - xi. It may be ensured that Department of Corporate relation allots summer training and internship berth to every student of 2nd year and onwards.
 - xii. Project work of students under the guidance of Adjunct Faculty may be encouraged and preferred.
 - xiii. The adjunct faculty members may be allotted some teaching load as per their specialization and requirement of curriculum.
 - xiv. Collaborative research between the adjunct faculty and regular faculty may be encouraged.
 - xv. Year wise opportunity cost and opportunity benefit analysis of the collaboration activities may be included in the annual report of the Director Corporate relations.

P. 20

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- Professional Association

- i. All the HoDs may be sensitized to ensure membership of their Faculty members in one or more professional association of their domain.
- ii. Students chapters of the professional bodies may be opened in all possible departments.
- iii. At least one activity (per department) in every three months of these professional bodies and students' chapters may be conducted in the University campus.
- iv. Students and faculty members may be encouraged for networking with the outside members of professional bodies through short projects, research papers, book chapter writings, editing conference papers/ souvenirs/ publications/ proceedings, partnering with activities conducted elsewhere.
- v. All these activities may be documented by the student and faculty-in-charge and shared with Director Corporate Relation through respective HoD.

P. 20

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7. ADMISSION AND REVENUE GENERATION

धर्मस्य मूलम अथस्य, अथस्य मूलम कामम!

A number of small private colleges and universities were closed in the past five years, and lots more are on verge of closing due to unstable finances. Institutions are also more aggressively pursuing enrollment growth for numerous reasons, not the least of which is their desperate need to generate revenue outside of support for capital campaigns, scholarships, facility enhancement and endowments.

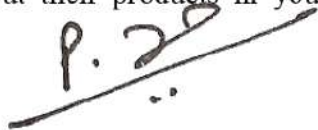
One school of thought suggest that more robust enrollment efforts are the key to significant revenue generation may assert that recruiting traditional students is the richest target for revenue growth. Indeed, institutions are doing themselves a damage if they are not aggressively developing strategies to realize additional enrollment to increase revenue. Increased enrollment can have an immediate impact on revenue for institutions, however it is never guaranteed, as retention faculty with change of course demand, unutilized or under-utilized infrastructure come with unexpected cost increases. Some good institutions may rely on endowments, gifts, grants, capital campaigns and fundraising to boost their bottom lines, but increased fundraising success often comes with significant up-front costs. Meanwhile senior leadership teams debate which area needs more emphasis to solve revenue concerns: Fundraising or Enrollment?

It is no secret that many institutions of higher education are facing challenging fiscal times, so how do they generate sufficient revenues to support campus operations and promote responsible growth? While there is no magic baton to solve these financial issues, university managements are faced with a serious dilemma nevertheless. Do they focus on increasing enrollment or focus on fundraising to raise revenues? The answer is both. Not only should one area of emphasis not be ignored in favor of the other, but we must recognize that robust recruitment and fundraising efforts are synergistic.

To decide how to increase our enrollment success, we need to know what our institutional strengths are. There are thousands of public and private institutions all fighting for the same student population. So it is vital for institutions to be strategic and separate ourselves from other peer institutions when trying to increase enrollment. This will require marketing and branding efforts which blend cost-effective (e.g. social media, mini-campaigns) and cost-bearing (re-branding efforts and traditional media advertising buys) strategies that may require investment on the front end, and could become revenue-generating on the back end.

While seeking to ramp up enrollment, we should also recognize the correlation between immediate enrollment growth and fundraising opportunity. In order for them to be successful at increasing enrollment we need to increase scholarship levels, targeting out-of-state students or students outside of traditional markets, develop high-profile academic majors or those tied to jobs locally and regionally, and stress extracurricular opportunities such as internships and study abroad. All of these are necessary to develop a robust strategic enrollment plan.

In addition, we need to offer some type of distance or online education, or promoting recruitment through dual-enrollment programs. These strategies require up-front investment, but enrollment increases and targeted program growth can pay off with instant tuition and fee revenues as well as be used to inspire significant corporate and small-business investment. As companies compete to put their products in young consumers' hands and to hire well-trained and educated future



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professionals, enrollment growth can be pitched as a sign that institutions merit investment in the form of corporate sponsorships and various private-public partnerships.

Today's market for new students is highly competitive and universities can no longer rely on traditional marketing tactics to hit enrollment goals. The problem is that for enrollment we use impersonalized mailers, generic user experiences on website, and a reliance on high schools and counselors to inform students — that don't take advantage of students' empathy and familiarity with social media and digital marketing. We must have personalized communication with students and sending those messages in formats students are most responsive to. The goal of personalized communication is to craft the right message, and get it to the right student, at the right time. With the updated education services, tools and software, we can incorporate results-driven personalization into all of our communication and marketing to prospective students.

An effective and intuitive website, which is often the “ultimate brand statement” for an institution, is among the most important marketing tools in higher education. Therefore, we must focus on website personalization and optimization in order to enhance student enrollment. The more they know about prospective students, the better we can use technology for personalized, one-to-one marketing on multiple channels. Several universities use digitally printed mailers with personalized information — combined with an email campaign — to bring in more inquiries to their websites and recruiting departments. They also bring higher-quality students who eventually become alumni and donors. The key is to use various types of media to engage students at different points throughout their college decision-making process. These can include data-driven print materials, PURL marketing, email campaigns, short message service, social media and mobile media.

We recently heard of one notable Midwest university that sends potential applicants a happy birthday mailing around the student's birthday with a “free gift” of a limited-time waived application fee. In this case, this highly personalized communication came with an added incentive to apply.

In order to generate confidence among the potential students and society we need to build strong bonds with the community and national organizations, and create awareness for Medi-Caps university, we must employ data-driven techniques. These techniques should be paired with personalized communication to target individuals and organizations where they are most responsive.

While our university's alumni may be a huge source of incoming revenue on long run, it can't be all about asking for donations. Alumni today must feel enticed to give, especially if they've recently handed over their final tuition check. And just as students do with recruitment and enrollment, alumni should feel as though they have been specifically sought after and personally communicated with. This can be done through data on the potential donors and personalization. The resilient bonding with alumni if communicated properly shall increase the credibility of Medi-Caps and could be converted into higher enrollment.

We aren't equipped with the right tools, staff or resources to launch advanced marketing tactics focused on specific revenue-generating initiatives. Teaming up with the right outside partner can help us to take Medi-Caps messaging where we need it and help in connecting with prospective and past students.



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7.1. Strategy

Grow enrollments by 10 to 15 percent annually, creating a sustainable revenue stream to support academic innovation and investment.

Action Plan:

7.1.1. Enrollment

- a) Use of right tools and resources
 - i. The University Web site may be restructured and may be made more interactive and mobile friendly.
 - ii. All program details including course structure, advantages, FAQs may be accommodated in the web page with decent aesthetic look.
 - iii. A good integrated software may be procured for lead generation, lead management, branding and enrollment and staff may be trained properly for effective use and outcome.
 - iv. Customized brochure, handouts, flyers for different programs may be created as appropriate.
 - v. One senior and experienced **Director Enrollment** may be recruited who will plan and monitor the enrollment. He shall be responsible for assessing the present and future need, learn and implement peers' best practices, executing the branding activities, finalizing the competitive tuition fee and ensuring diversified admission.
 - vi. The Social marketing and auditing including website audit may be outsourced to some professional agencies and may be monitored by Director Enrollment.
 - vii. Engagement of consultants in different states and abroad may be explored.
- b) Create a diverse University community.
 - i. Attention may be given to recruit more students from outside MP and India.
 - ii. An international student's recruitment cell, in coordination with Dean Students, may be started immediately. This cell not only will help foreign students to take admission in Medi-Caps but also the Medi-Caps University to know study/internship/job opportunities in other countries.
 - iii. An ethnic and social engineering plan may be prepared to keep the students from other state in good humor by advising administration to recruit faculty from their area.
 - iv. Scholarship or benefits may be planned to attract students from different area.
 - v. Differential tuition fee may be prepared for MP domicile and rest of India and foreign students.

P. 20

Registrar
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c) Branding

- i. One year and Five-year Branding strategy may be prepared and focus may be given to Internal branding and Alumni engagement.
- ii. All the recruiters (companies coming for placement) may be felicitated every year in one or other occasions. They may be invited/engaged in curriculum preparation, adjunct faculty, Expert talk, University plan for modernization, Research, Corporate- social activities etc.
- iii. Maximum emphasis may be paid to Social marketing involving students and alumni.
- iv. Inter University or Inter college sports/ cultural/ debate competitions may be hosted in Medi-Caps regularly.
- v. Vehicle (two and four-wheeler) stickers for students and staff may introduced as gate pass.
- vi. Number of short videos (less than 2 minutes) on campus life, cultural, social, placement, sports etc. may be uploaded in you-tube and provide the link in Medi-Caps social account.
- vii. Faculty members may be encouraged through some fringe benefits to upload subject teaching, slides, discussions, opinions in LinkedIn, YouTube, Slide share etc.
- viii. All staff members may be impressed to have their LinkedIn and Google scholar account.
- ix. All the students and staff members may be allotted their personal email id with Medicap extension (name.surname@Medi-Caps.ac.in). The policy“once a student or a staff of Medi-Caps, always a alumni or asset of Medi-Caps” may be promoted and the Medi-Caps extension email id maybe allowed to be continued to all even they discontinue. This way we could have lifelong engagement of students. The alumni members may also be asked to avail this facility.

7.1.2. Revenue generation

- a) Develop a renewed emphasis and strategy for increasing the revenue at all levels
 - i. Leverage faculty participation in fundraising (external consultancy, department certificate programs etc.)
 - ii. Better focus our investment in development.
 - iii. Reevaluate alignment of development leadership and staff.
 - iv. Expand international development opportunities.
 - v. Improve development infrastructure (tools, messages, structures).



Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

- b) Develop customized programs as per requirements of group or community of other state or country.
- c) Introduce Non-degree programs for graduates and school students.
- d) Allow and attract summer school camping, pre-university orientation programs.
- e) Identify and remove barriers to collaborations and partnerships with outside enterprises.
 - i. Identify opportunities and create incentives to generate entrepreneurial collaborations and/or corporate sponsorships.
- f) Evaluate opportunities to lease campus space and facilities to external users.
- g) Assess opportunities to provide fee-based services to other Academic institutions Examples include:
 - i. Manage electronic products for libraries
 - ii. Payroll
- h) Assess opportunities to more fully utilize the campus during traditional off-periods (e.g., summer vacation)
 - i. Continue to develop strategies for increasing grant submissions
 - ii. Identifying traditional and non-traditional grant opportunities.
 - iii. Greater support for developing grant proposals including statistical consults.
 - iv. Mentoring new principal investigators.
 - v. Grant administration.
- i) Seek opportunities to increase tuition revenue through a rational tuition policy, differential tuition and increased enrollment of international and out of state students.
- j) Consider expanding international programs abroad.
 - i. Explore licensing and curriculum revenue opportunities.
- k) Create practice plan equivalents for the schools of nursing, pharmacy, social work.
- l) Evaluate opportunities to increase university fees such as course, lab and student fees and various service fees.
- m) Create opportunities to grow revenues in Campus Dining and Shops and Housing.
- n) Consider opportunities to increase parking and transportation revenues.
- o) Evaluate licensing and trademarks and develop strategies for increasing revenues.

P. 20

Registrar
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 A. B. Road, Pipladamber, Rau, Indore

8. RESOURCE MANAGEMENT AND TUITION FEE

Few institutions in India have achieved undisputed global leadership as consistently and effectively as our higher education system. Indian colleges and universities are the foundation of our economic prosperity and the key to realizing the Indian dream. Seventy years of growth have confirmed the sector's leadership and vibrancy—the result of demographic and economic factors combining to lift higher education even higher.

Despite this success, talk of a higher education “bubble” has reached a fever pitch in the last year. The numbers are very familiar by now: Annual tuition increases several times the rate of inflation have become commonplace. The volume of student loan debt has increased exponentially. Most college and university managements, as well as their boards, business partners and faculty members, are well aware that a drastic change with some innovation is necessary.

Still, at the majority of institutions, the pace of change is slower than it needs to be. Plenty of hurdles exist, including the belief that things will return to the way they always were. (Note: They won't.) But the biggest obstacle is more fundamental: While leaders might have a sense of what needs to be done, they may not know how to achieve the required degree of change that will allow their institution not just to survive, but also thrive with a focused strategy and a sustainable financial base.

Leading change is challenging in any organization. But in higher education, it's markedly more difficult. If the stakes weren't so high, incremental improvements might be enough. But they aren't, and that's become abundantly clear. Change is needed, and it's needed now. What follows is a road map for college and university chancellor and boards of managements, explaining the scope and depth of the situation, the key actions required and—most important— what it will take to succeed in leading change.

The liquidity crisis is becoming a major threat in higher education. The reason is simple: Approximately one-third of all colleges and universities in India, have financial statements that are significantly weaker than they were several years ago. Institutions have more liabilities, higher debt service and increasing expense without the revenue or the cash reserves to back them up. In the past, colleges and universities tackled this problem by passing on additional costs to students and their families. But the present competition among the higher education institutions, the families with stagnant incomes, substantially reduced home equity, smaller nest eggs and anxiety about job security they are no longer willing to pay.

Are we at risk?

Let us give ourselves a Stress Test and answer to the list of questions below.

1. Are we a top-ranked institution?
 - i. Whether our admissions yield has fallen and it's costing us more to attract students?

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

- ii. Whether median salaries for our graduates have been flat over a number of years?
 - iii. Whether our endowment and corpus are in the billions?
2. Don't our financial statements look as good as they used to?
- i. Whether our debt expense has been increasing far more rapidly than our instruction expense?
 - ii. Whether our property, plant and equipment (PP&E) asset is increasing faster than our revenue?
 - iii. Have we seen a decline in net tuition revenue?
 - iv. Whether our tuition fee represents an increasingly greater percentage of our revenue?
 - v. Whether our credit rating has gone down?
 - vi. Whether we are having trouble accessing the same level of funding and credit?
3. We have had to take drastic measures?
- i. Are we consistently hiking tuition to the top end of the range?
 - ii. We have had to lower admissions standards?
 - iii. We have had to cut back on financial aid?
 - iv. We have reduced your faculty head count?

The answer is obvious. And if the current trends continue, we will see a higher education system that will no longer be able to meet the diverse needs of the student population in 20 years.

Much of the liquidity crisis facing higher education comes from having succumbed to the "Law of More." Many institutions have operated on the assumption that the more they build, spend, diversify and expand, the more they will persist and prosper. But instead, the opposite has happened: Institutions have become overleveraged. Their long-term debt is increasing at an average rate of approximately 10 to 12% per year, and their average annual interest expense is growing at almost twice the rate of their instruction-related expense. In addition to growing debt, administrative and student services costs are growing faster than instructional costs. And fixed costs and overhead consume a growing share of the revenue.

To reverse the Law of More and create a more differentiated and financially sustainable institution, innovative college and universities are doing four things:

- 1. Developing a clear strategy, focused on the core
- 2. Reducing support and administrative costs
- 3. Freeing up capital in non-core assets
- 4. Strategically investing in innovative models

We might be doing many of those things through our strategic planning process, but too often that is not the case. Colleges and universities frequently aspire to be the same thing, with a focus on moving up to the next level and gaining greater prestige. It can be far more about "me-too" as opposed to carving out a unique strategic position. As a result, most of the strategic planning that

P. 20

Registrar
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A. B. Road, Pipladamber, Rau, Indore

happens in higher education is on the margins and not focused on making the hard decisions that will ultimately lead to success.

8.1. Strategy

Serve as a responsible steward of all assets and resources, managing unit cost at or below inflation, to sustainably deliver affordable tuition for everyone.

Action Plan:

- a) Focus on core:
 - i. Invest the most and generate the greatest return in domain/ course/ programs where we are the most differentiated and derive our identity.
 - ii. Try, not to pursue too many areas of differentiation, they're likely to invest too broadly and, thus, reduce the return on investment for precious capital.
- b) Create cost centers:
 - i. Divide all the units/ departments/ sections as independent unit and calculate the input cost including fixed and variable cost.
 - ii. Each unit may be treated as cost centre and with revenue profit centers may be decided.
 - iii. Calculate exact instruction cost per students in each program. Calculate activity cost of each units.
 - iv. Allow the cost centre to act as independent profit centre and work on their resource mobilization.
- c) Affordable Tuition fee:
 - i. An affordable fee structure of may be prepared, program wise, with proper benchmark study, input cost and opportunity cost.
 - ii. Incremental fee with proper study on inflation, input cost, size of program, may be finalised for full program at the beginning of the session/ program.
- d) Reduce support and administrative costs:
 - i. Use best technology and reduce number of support staff. The initial cost may be high but it will rich dividend in long run.
 - ii. Only cut expenses where we can achieve efficiencies through technology replacement, but not in core of teaching and research. Cut from the outside in, and build from the inside out.
 - iii. With new program are added, close or curtail old programs.

P. 20

Registrar
Medi-Caps University
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- iv. Units/ cost centre don't trust one another or the center to provide services, and incentives free of cost. These expenses may be addressed through book transfer of cost.
- e) Avoid complexity:
- i. For students and faculty records and university data, third-party data centers, whether they are managed or cloud-based, could be more sophisticated solutions, higher levels of security, greater flexibility in capacity and lower cost than internal solutions— all with greater accountability and less politics.
 - ii. Outsource most of the non-core activities to reduce campus complexity and cost. Third-party providers typically have greater scale capability and skill because the outsourced service is their core business, enabling them to deliver the same or better service at a lower cost.
 - iii. For all type of purchases, all products may standardize and annual rate contract and vendor contact may be made to save unnecessary expenses and save time too.
 - iv. The authority matrix may be restructured and avoid unwanted hierarchy of too many middle managers to reduce bureaucracy and significantly boost the productivity.
 - v. All the positions need to have well defined roles, responsibility and key performance indicators.
- f) Freeing up capital in non-core assets:
- i. Another significant opportunity for institutions to strengthen their cash position is to better manage their assets.
 - ii. Leaseback or convert the physical assets to cash, such as leasing classroom for exam, playground, night class, hostel during FDP/MDP etc.
 - iii. Medi-Caps could tap into a lucrative new source of revenue to strengthen its balance sheets and support other mission-focused organizational activities by partnering with intellectual property companies in the private sector, impressing its faculty members in creating course material and case studies etc.
- g) Bring the key stakeholders on board:
- i. Involve faculty members in all decision and policy making. By nature, faculty members tend to have a low tolerance for business administration and change that disrupts their routines. But most faculty members are also evidence- based decision makers who care deeply about the educational mission of the institution they serve, and this is an area where the president and the faculty can find common ground.

P. 20

h) Don't just save, invest:

- i. Medi-Caps simply cannot afford to increase costs in nonstrategic areas and take on more debt, if it wants to survive. It is imperative that Medi-Caps become much more focused on creating value from their core. That will require having a clear strategy, streamlined operations, a strong financial foundation, trust and accountability, and a willingness to invest only in innovations that truly create value for the institution.

P. 20

Registrar
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A. B. Road, Piplamber, Rau, Indore

9. STUDENTS EXPERIENCE AND SATISFACTION

Students satisfaction, one of the most significant factors in student enrollment, is also one of the most commonly overlooked by most of the universities. A new study in the *Journal of Business Research*, found that student satisfaction has a dramatic impact on the perceived identity of a university, and therefore a direct effect on the success of student enrollment efforts.

Student satisfaction influences not only how much a student enjoys their time at university, but also how well they do. Their grades, course participation, relationships with lecturers, attendance and employability once they leave are all, to a certain extent, reliant on how much they enjoyed their time at university and how engaged they were. As such, not only is student satisfaction vital for promoting life at the institution, but it can also yield an important impact on a university's standing in global rankings.

Additionally, alumni have the potential to be the strongest spokespeople for an institution and if graduates leave with a negative impression of their experience, or unwilling to endorse their university, it presents a bad image to prospective students.

With universities competing for dominance in rankings; hundreds of institutions offering world-class education offerings; and the diversification of higher education to include online degrees, distance study and education hubs, the competition between universities has never been higher. A unique 'brand identity' is now necessary to compete in this market. Leading universities, such as Cambridge and Harvard, have years of history solidifying their status and reputation. For most institutions, that kind of prestige is out of reach, so forming a recognizable persona has become essential for them to stand out and improve their efforts in student enrollment.

What many institutions fail to accept is that, inevitably, consumers are the ones to cast judgment on what a brand represents, regardless of the marketing expertise behind it. For universities, students are the consumers and ensuring their enjoyment and success is the only way to create an identity which stands up to scrutiny and is regarded as accurately representing the institution. This means that student satisfaction should be the number one goal.

The *Journal of Business Research* study concludes that marketing strategies aimed at improving an institution's reputation may not be beneficial and that a perceived status is something which develops over time. Driving up student satisfaction and investing in the student body may, in fact, be a much more assured way of building student recruitment numbers.

It determines that placing more emphasis on student satisfaction in all areas of university life is the best way of attracting prospective students.

9.1. Strategy

Improve the whole of the learner experience, commencing with first contact and following through all processes of enrollment, administration, learning, employment and engagement as alumni.

Action Plan:



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a) Create a great students' support system:

- i. Centre for Guidance for national and international competitive examinations may be started.
- ii. A counsellor may be appointed to address the issues of the students dealing with personal and non-academic issues.
- iii. Career Counselling centre may be introduced to guide the students on various opportunities including job, higher education, scholarship, research available in India and abroad.
- iv. Soft skill development of the students may be undertaken on priority from day one through professional trainers with contemporary standards.
- v. Remedial coaching for slow learners may be introduced for each program in consultation with respective HoDs.
- vi. Flexible evaluation system may be introduced.
- vii. All teaching assignments, notices, circulars, placement information, responses, quizzes, requests, permissions, approvals may be organized through a robust ERP/LMS system to save students time and ensure accuracy.

b) Student facilities:

- i. The library may be made fully automated and reading facilities be kept open round the clock.
- ii. A modern language lab may be made available to all students round the clock.
- iii. Facilities for Yoga/Meditation may be made available in larger scale.
- iv. Late-night food-joint facilities, either in Hostel or in canteen, may be made available.
- v. Standby power supply, Wi-Fi and other up-to-date computer facilities may be available round the clock.
- vi. Senior students may be assigned to function various cultural and social clubs and tech festivals.

c) Administrative support:

- i. SOPs for admission, documentation, transportation, library, laboratory may be prepared at the earliest and students may be educated accordingly.
- ii. Turn-around-time (TOT) for each students' issue/ case , responsible authorities may be set and all developments pertaining to students request may be shared with them regularly through LMS/e-mail.
- iii. Guest house accommodation facilities for the parents/guardians of the students may be started in the campus.

P. 20

Registrar
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A. B. Road, Pipladamber, Rau, Indore

10. PEOPLE, PROCESS & TECHNOLOGY

India is going through a very interesting period of economic growth and educational opportunities. There are immense challenges such as availability of trained Manpower. Whereas reforms in higher education in transition mainly concentrate on structures and procedures, but the behaviour and attitudes of staff working and the stake holders in higher education institutions play major role in development. Other key challenges are implementing proper technology and process and designing, implementing and monitoring policies, in particular, in the Education sector, where legal frameworks and administrative rules often lack flexibility and adaptability.

It is necessary for us to have the people, process and technology aspects aligned and in balance. Spending time, efforts and money, whether that is classed a capital or revenue expenditure, in a disproportional manner in the three areas shall lead to success of the university. In the extreme case of ignoring one of the three normally results in a failure to gain a return from the investment in the other two. The consequences from an imbalance in each one in turn of the people, process, and technology trio would be as follows:

Not enough people change:

- People confused,
- Unable to operate the process/technology,
- Revert to old process wherever possible,
- No long-term gain,
- Sub-standard performance,

Not enough technology change:

- Processing held up for lack of information,
- Bottlenecks and backlogs,
- Angry staff "without the tools for the job",
- Many paper based work-arounds,
- Inefficient process,
- Sub-standard performance,

Not enough process change:

- People frustrated as they do not know what to do,
- Inconsistent process,
- Low quality and tasks falling between the cracks,
- Sub-standard performance,

It is entirely essential for us to maximize our investment in our people and we should focus on performance, on finding and growing the right people. At the same time, we have to build competency in our processes. We need to focus on coordination, on setting processes and standards, then improving them. We need to create new value to stay ahead of our competition. We have to focus on innovation, on implementing technology where new ideas will flourish. It is

P. 25

Registrar
Med-Caps University
A. B. Road, Pipladamber, Rau, Indore

essential to break down people, process, and technology into the attributes we want to achieve and once we know those attributes, we can apply why, what, and how.

10.1. Strategy

Build our professional capability by investing in our people, processes, technology and infrastructure and by leveraging our diversity to innovate.

Action Plan:

- i. Recruit right people. We may not hire every skill we need, but if we hire the right people, people with great attitude and aptitude, we create a path to success.
- ii. Amplify their innate aptitudes with training, coaching, and professional development.
- iii. People from different part of the country/ globe may be recruited to bring diversity to the university.
- iv. A good and attractive HR policy may be implemented to attract, motivate and retain good talent to Medi-Caps.
- v. Technology may be updated regularly and periodically. The internet bandwidth may be increased to at 5 GB by 2022, but immediately to 500mbps.
- vi. The campus may be converted to fully Wi-Fi and immediate fire-wall security system may be implemented.
- vii. Wi-Fi access may be granted to all staff and students with some riders for download.
- viii. Effective tools and software like ERP/ LMS/ CRM may be used and all the processes may be made automated.
- ix. The non- teaching staff may be trained regularly for their professional and personal development.
- x. Facilities like staff club, gym, dining room, recreation hall, crèche (for working couple) may be introduced for work-life balance.
- xi. Effective delegation of authority may initiated to make the administrative process simpler, quicker and to create leadership quality among the staff. This will also increase the belongingness of the employees.

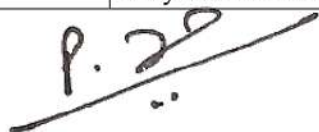


Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

11. THE PROGRAM EVALUATION REVIEW TECHNIQUE

A tentative work plan for execution of the tasks, as suggested in the Road Map of Medi-Caps University, is suggested using Program Evaluation Review Technique (PERT) as follows:

Serial Number	Proposed Task of Road Map	2019	2020	2021	2022	2023
1.	All faculty with PhD Degree					√
2.	Introduce Robust recruitment process.	√	√	√	√	√
3.	The existing faculty members may be encouraged to complete PhD in three to four years, failing which they may be dropped.	√	√	√		
4.	Seed money for research, Benefits publication, performance/ progress linked to their promotion/ increment.	√	√	√	√	√
5.	Capacity building of their faculty members through periodical training.		√	√	√	√
6.	Career relevant education and upskilling		√	√	√	√
7.	Contemporary program and curriculum		√	√	√	√
8.	There shouldn't be any difference between curricular, co-curricular and extra-curricular. Credits may be attached to sports, cultural, social internship.		√	√	√	√
9.	frequent modification of the content and delivery process of the course as per requirement of industries.		√	√	√	√
10.	Flexible credit transfer system for the university for national and international transfer may be developed.			√	√	√
11.	Semester off and year off		√	√	√	√
12.	Active involvement of alumni-industry-peers in Syllabus formulation, pedagogy development, flexible credit transfer, short term courses, skill development may be ensured.	√	√	√	√	√
13.	Departments to start summer training, short-term course, internship, skill development, corporate training programs and part of revenue may be shared with university.		√	√	√	√



Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

14.	Online, continuing & integrated programs, open learning courses may be introduced stage wise.			√	√	√
15.	Improve the communication of the students. More credits may be devoted for communication.	√	√	√	√	√
16.	Introduction of Indian language, other than their native language, may be made compulsory to students.		√	√	√	√
17.	Appropriate assessment procedures (depending on suitability of the program) such as quiz, role play, presentations, skit, group discussion, class participation, mentoring to juniors, may be applied to assess learning outcome.		√	√	√	√
18.	Continuous assessment system, as appropriate, may be introduced and the weightage of the end semester examination may be reduced to minimum possible to ensure students involvement and attention in learning.			√	√	√
19.	Appointment of “ Dean Research ”	√				
20.	Preparation of Research Policy	√				
21.	More Post-Graduate and Doctoral programs may be introduced after assessing its sustainability.		√	√		
22.	Resource allocations based on faculty members’ current motivations and abilities	√	√	√	√	√
23.	Student research skills through research assistantships.		√	√	√	√
24.	Enrollment of Doctoral (PhD) students through regular fellowship .	√	√	√	√	√
25.	Collaboration / MOU with University and Industry	√	√	√	√	√
26.	Students project and dissertation in line with the theme of the research areas of faculty members.		√	√	√	√
27.	Involve Adjunct faculty members and business partners (industries) in finalizing research project.		√	√	√	√
28.	Proper Resource allocation and planning to train faculty members for research work and publication.	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

29.	Incentives and benefits for publication and research projects to encourage the faculty members.	√	√	√	√	√
30.	Some PG programs degree may be awarded only through research and a policy may be prepared accordingly.		√	√	√	√
31.	Formally register Alumni Association under Society Act and give autonomy to that society	√				
32.	All the Departments to be sensitized to have their own (departmental) student and alumni list and they must have active contact with them.	√	√	√	√	√
33.	The Alumni association to create an active mailer list and must share all university events/ happening/ developments to the members religiously.	√	√	√	√	√
34.	The Annual Alumni meet be finalised at least year before and posted in University website.	√	√	√	√	√
35.	Annual Students Souvenir enlisting all the graduating students name, email, permanent address, achievements, department wise.	√	√	√	√	√
36.	The HODs to ensure in getting alumni feedback every year on syllabus development and pedagogy for each subject/ course.	√	√	√	√	√
37.	The DC, BOS and Academic council should have at least one alumni member (ex-officio) in their constituents.	√	√	√	√	√
38.	The Prof-in-Charge Alumni association to establish alumni chapters in various cities.		√	√	√	
39.	One Best Alumni Award may be instituted and conferred during the convocation.		√			
40.	One senior position like “ Director Corporate relation ” to be created who would interact and take the industry collaboration job ahead.	√				
41.	One data base of relevant industries (regional, national, international) be prepared. HoDs/Deans may be impressed to contribute the names of the industries of their relevance.	√	√	√	√	√
42.	The industries to be contacted personally and/or through email and the information about University inform of a Power point presentation	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

	and information brochure may be shared.					
43.	The HoDs to visit their related industries and ensure direct coordination in curricula development, students; engagement and research.	√	√	√	√	√
44.	MOU's with selected/ willing industries, share with concern HoDs and Deans.		√	√	√	√
45.	Start New programs either degree or certification program as per the requirements of the partner industries.		√	√	√	√
46.	Skill development short and certification programs for the employees of the partner industries.		√	√	√	√
47.	Work Integrated Learning, conduct course work at work place of partner industries.			√	√	√
48.	Designate experienced and qualified workers of partner industries as Adjunct Faculty of Medi-Caps University.		√	√	√	√
49.	Policy to remunerate the Adjunct Faculty members and to categorize their nature of job.	√				
50.	Allocation of summer training and internship berth to every student of 2 nd year and onwards.	√	√	√	√	√
51.	Allot teaching load to adjunct faculty members as per their specialization and requirement of curriculum.		√	√	√	√
52.	Collaborative research between the adjunct faculty and regular faculty.		√	√	√	√
53.	Year wise opportunity cost and opportunity benefit analysis of the collaboration activities.	√	√	√	√	√
54.	Sensitize HoDs to ensure membership of their Faculty members in one or more professional association of their domain.	√	√	√	√	√
55.	Students chapters of the professional bodies in all possible departments.	√	√	√	√	√
56.	At least one activity (per department) in every three months of these professional bodies and students' chapters in the University campus.	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

57.	Students and faculty members networking with the outside members of professional bodies through short projects, research papers, book chapter writings, editing conference papers/ souvenirs/ publications/ proceedings, partnering with activities conducted elsewhere.	√	√	√	√	√
58.	The University Web site be restructured and made more interactive and mobile friendly.	√				
59.	All program details including course structure, advantages, FAQs may be accommodated in the web page with decent aesthetic look.	√	√	√	√	√
60.	Procure a good integrated software for lead generation, lead management, branding and enrollment, and staff may be trained properly for effective use and outcome.	√				
61.	Customize brochure, handouts, flyers for different programs be created as appropriate.	√	√	√	√	√
62.	Recruitment of Director Enrollment to plan and monitor the enrollment.	√				
63.	Outsource Social marketing and auditing including website audit to some professional agencies and may be monitored by Director Enrollment.	√	√	√	√	√
64.	Engagement of consultants in different states and abroad.	√	√	√	√	√
65.	Create international student's recruitment cell, in coordination with Dean Students.	√				
66.	An ethnic and social engineering plan to keep the students from other state in good humor by advising administration to recruit faculty from their area.	√	√			
67.	Plan Scholarship or benefits to attract students from different area.	√	√	√	√	√
68.	Differential tuition fee for MP domicile and rest of India and foreign students.	√				
69.	Prepare One year and Five year Branding strategy and focus on Internal branding and Alumni engagement.	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

70.	Felicitate the recruiters (companies coming for placement).	√	√	√	√	√
71.	Planning Social marketing involving students and alumni.	√	√	√	√	√
72.	Inter University or Inter college sports/ cultural/ debate competitions hosted in Medi-Caps regularly.	√	√	√	√	√
73.	Vehicle (two and four-wheeler) stickers for students and staff may introduced as gate pass.	√				
74.	Upload short videos (less than 2 minutes) on campus life, cultural, social, placement, sports etc in you-tube and provide the link in Medi-Caps social account.	√	√	√	√	√
75.	Benefit to Faculty members for uploading subject teaching, slides, discussions, opinions in LinkedIn, YouTube, Slide share etc.	√	√	√	√	√
76.	All staff members to have their LinkedIn and Google scholar account.	√	√			
77.	Allot all the students, alumni and staff members their personal lifelong email id with Medicap extension (name.surname@Medi-Caps.ac.in)..	√	√	√	√	√
78.	Leverage faculty participation in fundraising (external consultancy, department certificate programs etc.)	√	√	√	√	√
79.	Develop Policy focusing our investment in development.	√	√	√	√	√
80.	Reevaluate alignment of development leadership and staff.	√	√			
81.	Expand international development opportunities.	√	√	√	√	√
82.	Improve development infrastructure (tools, messages, structures).	√	√	√	√	√
83.	Develop customized programs as per requirements of group or community of other state or country.	√	√	√	√	√
84.	Introduce Non-degree programs for graduates and school students.	√	√	√	√	√



Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

85.	Allow and attract summer school camping, pre-university orientation programs.	√	√	√	√	√
86.	Evaluate opportunities to lease campus space and facilities to external users.	√	√	√	√	√
87.	Assess opportunities to provide fee-based services to other Academic institutions Examples include: (i) Manage electronic products for libraries (ii) Payroll		√	√	√	√
88.	Assess opportunities to more fully utilize the campus during traditional off-periods (e.g., summer vacation)	√	√	√	√	√
89.	Continue to develop strategies for increasing grant submissions	√	√	√	√	√
90.	Seek opportunities to increase tuition revenue through a rational tuition policy, differential tuition and increased enrolment of international and out of state students.	√	√	√	√	√
91.	Consider expanding international programs abroad. a. Explore licensing and curriculum revenue opportunities.	√	√	√	√	√
92.	Create practice plan equivalents for the schools of nursing, pharmacy, social work.	√	√			
93.	Evaluate opportunities to increase university fees such as course, lab and student fees and various service fees.	√	√	√	√	√
94.	Create opportunities to grow revenues in Campus Dining and Shops and Housing.	√	√	√	√	√
95.	Consider opportunities to increase parking and transportation revenues.	√	√	√	√	√
96.	Evaluate licensing and trademarks and develop strategies for increasing revenues.			√	√	√
97.	Identify the domain/ course/ programs where we are the most differentiated and derive our identity. Invest the most and generate the greatest return in	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

98.	Divide all the units/ departments/ sections as independent unit and calculate the input cost including fixed and variable cost.	√	√	√		
99.	Calculate exact instruction cost per students in each program. Calculate activity cost of each units.	√	√	√	√	√
100.	Allow the cost centre to act as independent profit centre and work on their resource mobilization.		√	√	√	√
101.	Prepare an affordable fee structure of, program wise, with proper benchmark study, input cost and opportunity cost.		√	√	√	√
102.	Finalise incremental fee with proper study on inflation, input cost, size of program, for full program at the beginning of the session/ program.		√	√	√	√
103.	Use best technology (ERP,LMS,CRM) and reduce number of support staff.	√	√	√	√	√
104.	Close or curtail old program with addition of new program .		√	√	√	√
105.	Outsource storage of students and faculty records and university data, third-party data centre, whether they are managed or cloud-based, could be more sophisticated solutions, higher levels of security, greater flexibility in capacity and lower cost than internal solutions— all with greater accountability and less politics.		√	√	√	√
106.	Outsource most of the non-core activities to reduce campus complexity and cost.	√	√	√	√	√
107.	Standardize the product and services, annual rate contract and vendor for all type of purchases, all products may contact to save unnecessary expenses and save time too.		√	√	√	√
108.	Restructure the authority matrix to avoid unwanted hierarchy of too many middle managers to reduce bureaucracy and significantly boost the productivity.	√	√	√	√	√
109.	All the positions need to have well defined roles, responsibility and key performance indicators.	√	√	√	√	√

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

110.	Leaseback or convert the physical assets to cash, such as leasing classroom for exam, playground, night class, hostel during FDP/MDP etc.	√	√	√	√	√
111.	Partnering with intellectual property companies in the private sector, impressing faculty members in creating course material and case studies etc.	√	√	√	√	√
112.	Involve faculty members in all decision and policy making.	√	√	√	√	√
113.	Create Centre for Guidance for national and international competitive examinations may be started.	√	√	√	√	√
114.	Appoint counsellor may to address the issues of the students dealing with non-academic/ personal issues.	√				
115.	Introduce Career Counselling centre to guide the students on various opportunities including job, higher education, scholarship, research available in India and abroad.	√	√			
116.	Prioritize Soft skill development of the students through professional trainers with contemporary standards.	√	√			
117.	Remedial coaching for slow learners for each program in consultation with respective HoDs.		√			
118.	Flexible evaluation system may be introduced.			√	√	√
119.	Organise all teaching assignments, notices, circulars, placement information, responses, quizzes, requests, permissions, approvals through a robust ERP/LMS system to save students time and ensure accuracy.		√	√	√	√
120.	The library may be made fully automated and reading facilities be kept open round the clock.	√	√	√	√	√
121.	Issue library/ Gym/ Club memberships to outsiders on nominal fee.	√	√	√	√	√
122.	A modern language lab to be made available to all students round the clock.		√			
123.	Facilities for Yoga/Meditation be made available in larger scale.	√	√			

Registrar

Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

124.	Late-night food-joint facilities, either in Hostel or in canteen.	√	√			
125.	Standby power supply, Wi-Fi and other up-to-date computer facilities round the clock.	√	√	√	√	√
126.	Create Students Council/ association through selection.	√				
127.	Allow students participation in BOS, Academic Council and other administrative committees.		√			
128.	Senior students to be assigned to function various cultural and social clubs and tech festivals.		√	√	√	√
129.	SOPs for admission, documentation, transportation, library, laboratory	√	√			
130.	Finalize turn-around-time (TOT) for students' issue/ case , responsible authorities may be set and all developments pertaining to students request may be shared with them regularly through LMS/e-mail.	√				
131.	Guest house accommodation facilities for the parents/guardians of the students may be started in the campus.	√	√			
132.	Amplify their innate aptitudes of staff with training, coaching, and professional development.		√	√	√	√
133.	Recruit People from different part of thecountry/ globe to bring diversity to the university.	√	√	√	√	√
134.	Develop and implement a good and attractive HR policy to attract, motivate and retain good talent to Medi-Caps.	√	√			
135.	The internet bandwidth to be increased to at 5 GB by 2022, but immediately to 500mbps.	√				
136.	Convert the campus to fully Wi-Fi and immediate fire-wall security system may be implemented.	√	√			
137.	Grant Wi-Fi access to all staff and students with some riders for download.	√	√			
138.	Effective tools and software like ERP/ LMS/ CRM may be used and all the processes to be	√	√			


Registrar
 Medi-Caps University
 A.B.Road, Pipladamber, Rau, Indore

	made automated.					
139.	Train the non- teaching staff regularly for their professional and personal development	√	√	√	√	√
140.	Create facilities like staff club, gym, dining room, recreation hall, crèche (for working couple) for work-life balance.	√	√			
141.	Initiate effective delegation of authority to make the administrative process simpler, quicker and to create leadership quality among the staff.	√	√			



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12. SUGGESTIONS

The steering committee has extensively deliberated proposed road map of Medi-Caps University and suggest the following:

1. A comprehensive Road Map for the University needs extensive study, research and time. The current one is a summary of strategies and brief action plans.
2. One committee for each strategy may be constituted to discuss and suggest complete action plan with time line.
3. An immediate SWOT analysis of the university is suggested to identify the immediate issues to be addressed.
4. Committee suggested a Benchmark Study of peers (one private and public university from MP and one reputed university from outside MP and one reputed private and deemed to be university may be included in the study).
5. Issues like Research and Alumni may be addressed on priority.



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MID-TERM REVIEW OF THE MEDI-CAPS UNIVERSITY ROAD MAP 2018 – 2025

(JUNE 2023)

1. BACKGROUND

Medi-Caps University is a premier educational institution in Indore, India, offering a diverse range of academic programs. These include undergraduate, integrated, postgraduate and industry-partnered courses, as well as full-time Ph.D. programs across a variety of disciplines. Admissions are granted strictly based on merit.

Medi-Caps University offers a wide range of programs across seven faculties, including Engineering, Science, Management Studies, Agriculture, Arts, Humanities & Social Science, and Pharmacy. Students enrolled in these programs take core courses (CO) relevant to their chosen faculty, as well as courses from other disciplines such as Humanities and Social Sciences (HS), Basic Sciences (BS), Engineering Sciences (ES), Program Elective (EL), Open Elective (OE), Project, Industrial Training (PC), and Mandatory Courses (MC). This multidisciplinary approach equips students with the knowledge and skills needed to solve complex problems and make effective and ethical decisions in any field of study.

The current MEDI-CAPS UNIVERSITY Strategic Plan began in 2018 and is expected to run till 2025. The purpose of the current five-year plan is to guide MEDI-CAPS UNIVERSITY management decisions and actions during the period to achieve maximum efficiency, productivity, and growth in programs in a collaborative manner. The plan also provides an opportunity for MEDI-CAPS UNIVERSITY to deeply reflect on its achievements and constraints during its 25th anniversary in the year 2025. Furthermore, it will also assist MEDI-CAPS UNIVERSITY to chart the path towards the next 25 years. This will be achieved through mainstreaming the new strategies necessary for ensuring sustainable development of India through the programmes identified and prioritized in the Plan. The Plan has also addressed the critical issue of capacity building in resource mobilization for leaders of the Indian HEIs and recognizes the implications of the increasing youthfulness of the Indian workforce.

Implementation of the various component activities of the MEDI-CAPS UNIVERSITY 2018-2025 road map has been ongoing since 2018 and has generally followed MEDI-CAPS UNIVERSITY's established processes with regard to management, monitoring and evaluation. Implementation has also been geared towards meeting the Mission Statement and developmental objectives. As part of monitoring procedures, the MEDI-CAPS UNIVERSITY 2018-2025 road map specifies that a mid-term review of the Plan be undertaken no later than three years after its commencement.



Registrar 2
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2. OBJECTIVES OF THE MID-TERM REVIEW

The Mid-Term Review (MTR) will assess the progress of MEDI-CAPS UNIVERSITY 2021 - 2025 road map. It will also highlight issues and challenges affecting effective and efficient implementation of the Strategic Plan and recommend changes where necessary.

The review is being undertaken at the midpoint of Strategic Plan's implementation and will pave the way for improved delivery for the remaining Plan's duration and propose amendments (if any) required in the Strategic Plan's implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to improved performance of MEDI-CAPS UNIVERSITY Secretariat.

3. SCOPE OF THE EVALUATION

The evaluation will review the performance of the MEDI-CAPS UNIVERSITY 2021 - 2025 road map since its inception to date. Specifically, it will review the Plan's goal and strategies, objectives, outcomes, and impact as outlined in the Strategic Plan and other relevant documents to determine their relevance and compatibility with the constitutional mandate and mission of the MEDI-CAPS UNIVERSITY. It will cover work done by MEDI-CAPS UNIVERSITY in line with the broad goals, seven key result areas and 29 strategic objectives of the MEDI-CAPS UNIVERSITY 2021 - 2025 road map.

4. METHODOLOGY

This will include desk review of relevant documents including MEDI-CAPS UNIVERSITY 2021 - 2025 road map, Constitution, Annual Reports, Work Plans and Budgets, Reports, and meetings.

- a. Review of documents and other materials
- b. Validation Meeting
- c. Finalization of report

List of the members involved into the process



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A. B. Road, Pigdamber, Rau, Indore

Medi-Caps University, Indore
Planning and Development Board
List of Committee Members

Date: -28/06/2023

S. No.	Name	Designation	Portfolio
1	Dr. Dilip k. Patnaik	Vice-Chancellor	Chairperson
2	Dr. D. K. Panda	Pro Vice-Chancellor	Member
3	Dr. Ankur Saxena	Deputy Pro Vice-Chancellor / DOPA / Dean Management Studies and Commerce	Member Secretary (DOPA)
4	Dr. V. Ganesan	DORA	Invited Member
5	Dr. Shilpa Tripathi	DOSA	Invited Member
6	Dr. A. A. Koser	Dean Science/ Director IQAC	Invited Member
7	Dr. Sunil D. Upadhyaya	Dean Agriculture	Invited Member
8	Dr. Sanjay Jain	Dean Pharmacy	Invited Member
9	Dr. Pramod S. Nair	Dean Engineering	Invited Member

5. REFERENCE DOCUMENTS

- MEDI-CAPS UNIVERSITY 2021 - 2025 road map
- MEDI-CAPS UNIVERSITY Annual Reports
- Reports to the Governing Board/BOM/AC/FC
- Minutes of the Governing Board/BOM/AC/FC Meetings

6. PROGRESS REVIEW REPORT:

The journey of MEDI-CAPS UNIVERSITY's 2021 - 2025 road map has reached its midway point, and it is both a moment of reflection and a vision for the future. This Mid-Term Review (MTR) stands as a pivotal moment in our pursuit of excellence, serving as a compass to gauge the progress made and to recalibrate our trajectory for the years ahead.

MEDI-CAPS UNIVERSITY has always been committed to delivering quality education and making meaningful contributions to society. The 2021 - 2025 road map was crafted with a clear vision of elevating our institution to greater heights, aligning our efforts with the changing dynamics of the academic and professional world.



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Medi-Caps University
A.B. Road, Pipladamber, Rau, Indore

The objectives of this Mid-Term Review are twofold: firstly, to meticulously assess the progress achieved thus far, and secondly, to identify any challenges that may have hindered the effective implementation of our Strategic Plan. By doing so, we endeavor to make informed decisions and recommendations for the remainder of the plan's duration, ensuring that our strategic goals remain both relevant and attainable.

This review encapsulates a comprehensive evaluation of the performance of our road map, spanning from its inception to the present moment. It delves into the core aspects of our plan, scrutinizing the goals, strategies, objectives, outcomes, and impacts outlined within it. In doing so, we aim to ascertain the continued alignment of our actions with the constitutional mandate and mission of MEDI-CAPS UNIVERSITY.

The methodology employed for this Mid-Term Review encompasses a thorough desk review of pertinent documents, including the MEDI-CAPS UNIVERSITY 2021 - 2025 road map, the Constitution, Annual Reports, Work Plans, Budgets, Reports, and meeting minutes. Validation meetings have been conducted to ensure accuracy, and this report is the culmination of these extensive efforts.

The table below presents a pointwise progress review of the tasks outlined in our road map. It offers a snapshot of our achievements and provides an overview of the areas where work is still in progress. It serves as a valuable reference for assessing our commitment to meeting the milestones set forth in the plan.

As we embark on this Mid-Term Review, we extend our gratitude to all members of the MEDI-CAPS UNIVERSITY community for their dedication and hard work. Your contributions have been instrumental in propelling us toward our strategic objectives. We look forward to the insights and recommendations that will emerge from this review, as they will guide our path forward, ensuring that we continue to deliver excellence in education and remain steadfast in our commitment to our mission and vision.



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Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

Table 1: Pointwise Road Map and Progress

S. No.	Task of Road Map and Progress	20 21	20 22	20 23	20 24	20 25
1	All faculty with PhD Degree			√	√	√
Progress	During recruitment priority has been given to PhD candidate, all existing faculty is motivated to enrolled and complete the PhD by 2025					
2	Introduce Robust recruitment process.	√	√	√	√	√
Progress	SOP has been established and system has been developed to continuously review it as per UGC and other government body norms					
3	The existing faculty members may be encouraged to complete PhD in three to four years, failing which they may be dropped	√	√	√	√	√
Progress	All existing faculty is motivated to enrolled and complete the PhD by 2025					
4	Seed money for research, Benefits publication, performance/ progress linked to their promotion/ increment.	√	√	√		
Progress	Process has been established and initiated and executed the policy					
5	Capacity building of their faculty members through periodical training.	√	√	√	√	
Progress	Process has been established and initiated and executed the policy					
6	Career relevant education and upskilling	√	√	√	√	√
Progress	Few activities have been performed but policy and SOP needs to establish					

P. 20

7	Contemporary program and curriculum	√	√	√	√	√
Progress	Process has been established and initiated and executed through DRC and BOS					
8	There shouldn't be any difference between curricular, co-curricular and extra-curricular. Credits may be attached to sports, cultural, social internship.	√	√	√	√	√
Progress	Process has been established and initiated and executed through DRC and BOS					
9	frequent modification of the content and delivery process of the course as per requirement of industries.	√	√	√	√	√
Progress	Process has been established and initiated and executed through DRC and BOS					
10	Flexible credit transfer system for the university for national and international transfer may be developed.	√	√	√	√	
Progress	Process has been established and initiated and executed and also established office of international affairs (OIA)					
11	Semester off and year off	√	√	√	√	√
Progress	Process has been established and initiated and executed					
12	Active involvement of alumni-industry-peers in Syllabus formulation, pedagogy development, flexible credit transfer, short term courses, skill development may be ensured.	√	√	√	√	
Progress	Process has been established and initiated and executed with the help of MAA					
13	Departments to start summer training, short-term course, intemship, skill development, corporate training programs and part of revenue may be shared with university.	√	√	√	√	
Progress	Process has been established and initiated and executed through DRC and BOS					

P. 20

Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

14	Online, continuing & integrated programs, open learning courses may be introduced stage wise.	√	√	√	√	√
Progress	Process has been established and initiated and executed through DRC and BOS					
15	Improve the communication of the students. More credits may be devoted for communication.	√	√	√	√	√
Progress	Process has been established and initiated and executed, 2 Training organization also helped in delivering					
16	Introduction of Indian language, other than their native language, may be made compulsory to students.	√	√	√	√	√
Progress	Still in progress, Policy needs to establish					
17	Appropriate assessment procedures (depending on suitability of the program) such as quiz, role play, presentations, skit, group discussion, class participation, mentoring to juniors, may be applied to assess learning outcome.	√	√	√	√	
Progress	Process has been established and initiated and executed but still few improvements and initiatives are under review					
18	Continuous assessment system, as appropriate, may be introduced and the weightage of the end semester examination may be reduced to minimum possible to ensure students involvement and attention in learning.	√	√	√	√	√
Progress	Process has been established and initiated and executed but still university is trying to initiate new system and process, summer term has also introduced					
19	Appointment of “Dean Research”	√				
Progress	Appointed					
20	Preparation of Research Policy	√	√	√		

P. 20

Progr ess	Prepared and executed					
21	More Post-Graduate and Doctoral programs may be introduced after assessing its sustainability.	√	√	√	√	
Progr ess	It's a continuous process and system has been developed					
22	Resource allocations based on faculty members' current motivations and abilities	√	√	√	√	
Progr ess	It's a continuous process and following the policy					
23	Student research skills through research assistantships.	√	√	√	√	√
Progr ess	PhD/PG candidates are getting software, hardware and policy support in the matter, For UG need to develop robust system					
24	Enrolment of Doctoral (PhD) students through regular fellowship.	√	√	√	√	√
Progr ess	It's a continuous process and following the policy					
25	Collaboration / MOU with University and Industry	√	√	√	√	√
Progr ess	It's a continuous process and following the policy with the help of OIA and MII					
26	Students project and dissertation in line with the theme of the research areas of faculty members.	√	√	√	√	√
Progr ess	It's a continuous process and following the system					
27	Involve Adjunct faculty members and business partners (industries) in finalizing research project.	√	√	√	√	√

P. 20

Progr ess	It's a continuous process and few appointments has been made; CEO Conclave is organised for the same					
28	Proper Resource allocation and planning to train faculty members for research work and publication.	√	√	√	√	√
Progr ess	It's a continuous process and following the policy					
29	Incentives and benefits for publication and research projects to encourage the faculty members.	√	√	√	√	√
Progr ess	It's a continuous process and following the policy					
30	Some PG programs degree may be awarded only through research and a policy may be prepared accordingly.	√	√	√	√	√
Progr ess	It's under process and Policy needs to establish					
31	Formally register Alumni Association under Society Act and give autonomy to that society	√				
Progr ess	Its Completed and MAA has been established					
32	All the Departments to be sensitized to have their own (departmental) student and alumni list and they must have active contact with them.	√	√	√	√	√
Progr ess	It's a continuous process and following the system					
33	The Alumni association to create an active mailer list and must share all university events/ happening/ developments to the members religiously.	√	√	√	√	√
Progr ess	It's a continuous process and following the system					
34	The Annual Alumni meet be finalised at least year before and posted in university website.	√	√	√	√	√

Progress	It's a continuous process and following the system					
35	Annual Students Souvenir enlisting all the graduating students name, email, permanent address, achievements, department wise.	√	√	√	√	√
Progress	It's a continuous process and following the system					
36	The HODs to ensure in getting alumni feedback every year on syllabus development and pedagogy for each subject/ course.	√	√	√	√	√
Progress	It's a continuous process and following the system					
37	The DC, BOS and Academic council should have at least one alumni member (ex-officio) in their constituents.	√	√	√	√	√
Progress	It's a continuous process and following the system					
38	The Prof-in-Charge Alumni association to establish alumni chapters in various cities.	√	√	√	√	√
Progress	It's a continuous process and following the system					
39	One Best Alumni Award may be instituted and conferred during the convocation.	√	√	√	√	√
Progress	It's a continuous process and following the system					
40	One senior position like " Director Corporate relation " to be created who would interact and take the industry collaboration job ahead.	√				
Progress	Appointed					
41	One data base of relevant industries (regional, national, international) be prepared. HoDs/Deans may be impressed to contribute the names of the industries of their relevance.	√	√	√	√	√

P. 20

Progress	It's a continuous process and following the system					
42	The industries to be contacted personally and / or through email and the information about university inform of a Power point presentation and information brochure may be shared.	√	√	√	√	√
Progress	It's a continuous process and following the system					
43	The HoDs to visit their related industries and ensure direct coordination in curricula development, students; engagement and research.	√	√	√	√	√
Progress	It's a continuous process and following the system					
44	MOUs with selected/ willing industries, share with concern HoDs and Deans.	√	√	√	√	√
Progress	It's a continuous process and following the system					
45	Start New programs either degree or certification program as per the requirements of the partner industries.	√	√	√	√	√
Progress	It's a continuous process and following the system					
46	Skill development short and certification programs for the employees of the partner industries.	√	√	√	√	√
Progress	It's a continuous process and following the system					
47	Work Integrated Learning, conduct course work at workplace of partner industries.	√	√	√	√	√
Progress	It's a continuous process and following the system					
48	Designate experienced and qualified workers of partner industries as Adjunct Faculty of Medicaps University.	√	√	√	√	√

P. 20

Progress	It's under process and Policy needs to establish					
49	Policy to remunerate the Adjunct Faculty members and to categorize their nature of job.	√	√	√	√	
Progress	It's under process and Policy needs to implement in more effective manner					
50	Allocation of summer training and internship berth to every student of 2nd year and onwards.	√	√	√	√	√
Progress	It's a continuous process and following the system					
51	Allot teaching load to adjunct faculty members as per their specialization and requirement of curriculum.	√	√	√	√	√
Progress	It's a continuous process and following the system					
52	Collaborative research between the adjunct faculty and regular faculty.	√	√	√	√	√
Progress	It's under process and Policy needs to implement in more effective manner					
53	Year wise opportunity cost and opportunity benefit analysis of the collaboration activities.	√	√	√	√	√
Progress	It's a continuous process and following the system					
54	Sensitize HoDs to ensure membership of their faculty members in one or more professional association of their domain.	√	√	√	√	√
Progress	It's a continuous process and following the system					
55	Students' chapters of the professional bodies in all possible departments.	√	√	√	√	√

P. 29

Progress	It's under process and Policy needs to implement in more effective manner					
56	At least one activity (per department) in every three months of these professional bodies and students' chapters in the University campus.	√	√	√	√	
Progress	It's under process and Policy needs to implement in more effective manner					
57	Students and faculty members networking with the outside members of professional bodies through short projects, research papers, book chapter writings, editing conference papers/ souvenirs/ publications/ proceedings, partnering with activities conducted elsewhere.	√	√	√	√	√
Progress	It's a continuous process and following the system					
58	The University Web site be restructured and made more interactive and mobile friendly.		√	√		
Progress	It's a continuous process and following the system					
59	All program details including course structure, advantages, FAQs may be accommodated in the web page with decent aesthetic look.	√	√	√	√	√
Progress	It's a continuous process and following the system					
60	Procure a good integrated software for lead generation, lead management, branding and enrolment, and staff may be trained properly for effective use and outcome.	√				
Progress	Task Completed with the incorporation of NPF					
61	Customize brochure, handouts, flyers for different programs be created as appropriate.	√	√	√	√	√
Progress	Its under process and Policy needs to implement in more effective manner					

P. 20

62	Recruitment of Director Enrolment to plan and monitor the enrolment.		√			
Progress	Task Completed with the appointment of Director Admission					
63	Outsource Social marketing and auditing including website audit to some professional agencies and may be monitored by Director Enrolment.	√	√	√	√	√
Progress	Its under process and Policy needs to implement in more effective manner					
64	Engagement of consultants in different states and abroad.	√	√	√	√	√
Progress	Its under process and Policy needs to implement in more effective manner					
65	Create international student's recruitment cell, in coordination with Dean Students.	√			√	
Progress	Its under process and Policy needs to implement in more effective manner					
66	An ethnic and social engineering plan to keep the students from other state in good humour by advising administration to recruit faculty from their area.	√	√	√	√	
Progress	It's under process and Policy needs to create					
67	Plan Scholarship or benefits to attract students from different area.	√	√	√		
Progress	It's a continuous process and following the system					
68	Differential tuition fee for MP domicile and rest of India and foreign students.				√	
Progress	Its under process and Policy needs to create					

P. 20

69	Prepare One year and Five year Branding strategy and focus on Internal branding and Alumni engagement.	√	√	√	√	√
Progress	Its under process and working on yearly basis, For 5 years strategy needs to prepare and implement in more effective manner					
70	Felicitate the recruiters (companies coming for placement).		√	√	√	√
Progress	It's a continuous process and following the system					
71	Planning Social marketing involving students and alumni..		√	√	√	√
Progress	It's a continuous process and following the system					
72	Inter University or Inter college sports/ cultural/ debate competitions hosted in Medicaps regularly.	√	√	√	√	√
Progress	It's a continuous process and following the system					
73	Vehicle (two and four-wheeler) stickers for students and staff may introduced as gate pass.				√	
Progress	Its under process and Policy needs to create					
74	Upload short videos (less than 2 minutes) on campus life, cultural, social, placement, sports etc in you-tube and provide the link in Medicaps social account.		√	√	√	√
Progress	It's a continuous process and following the system					
75	Benefit to Faculty members for uploading subject teaching, slides, discussions, opinions in LinkedIn, YouTube, Slide share etc.			√	√	√
Progress	It's a continuous process and following the system					

P. 20

76	All staff members to have their LinkedIn and Google scholar account.			√	√	√
Progress	It's a continuous process and following the system					
77	Allot all the students, alumni and staff members their personal lifelong email id with Medicaps extension (name.surname@medicaps.ac.in).		√	√	√	√
Progress	It's a continuous process and following the system					
78	Leverage faculty participation in fundraising (external consultancy, department certificate programs etc.)	√	√	√	√	√
Progress	It's a continuous process and following the system					
79	Develop Policy focusing our investment in development.	√	√	√	√	√
Progress	It's a continuous process and following the system, long term investment plan is needed					
80	Reevaluate alignment of development leadership and staff.				√	√
Progress	It's a continuous process and policy is needed					
81	Expand international development opportunities.				√	√
Progress	It's a continuous process and policy is needed					
82	Improve development infrastructure (tools,messages,structures).	√	√	√	√	√
Progress	It's a continuous process and following the system					

P. 20

83	Develop customized programs as per requirements of group or community of other state or country.				√	√
Progress	Need to create system for the the same					
84	Introduce Non-degree programs for graduates and school students.				√	√
Progress	Policy is needed					
85	Allow and attract summer school camping, pre- university orientation programs.	√	√	√	√	√
Progress	It's a continuous process and following the system					
86	Evaluate opportunities to lease campus space and facilities to external users.		√	√	√	√
Progress	It's a continuous process and following the system					
87	Assess opportunities to provide fee-based services to other Academic institutions Examples include: (i) Manage electronic products for libraries (ii) Payroll	√	√	√	√	√
Progress	It's a continuous process and following the system					
88	Assess opportunities to more fully utilize the campus during traditional off periods (e.g., summer vacation)	√	√	√	√	√
Progress	It's a continuous process and following the system					
89	Continue to develop strategies for increasing grant submissions	√	√	√	√	√
Progress	It's a continuous process and following the system					



Registrar 18
Medi-Caps University
A.B. Road, Pipladamber, Rau, Indore

90	Seek opportunities to increase tuition revenue through a rational tuition policy, differential tuition and increased enrolment of international and out of state students.		√	√	√	√
Progress	It's a continuous process and following the system					
91	Consider expanding international programs abroad. a. Explore licensing and curriculum revenue opportunities.				√	√
Progress	Policy is needed					
92	Create practice plan equivalents for the schools of nursing, pharmacy, social work.				√	
Progress	In process					
93	Evaluate opportunities to increase university fees such as course, lab and student fees and various service fees.			√	√	√
Progress	It's a continuous process and following the system					
94	Create opportunities to grow revenues in Campus Dining and Shops and Housing.	√	√	√	√	√
Progress	It's a continuous process and following the system					
95	Consider opportunities to increase parking and transportation revenues.		√	√	√	√
Progress	It's a continuous process and following the system					
96	Evaluate licensing and trademarks and develop strategies for increasing revenues.			√	√	√
Progress	Under process, working with the help of TEC					

P. 20

97	Identify the domain/ course/ programs where we are the most differentiated and derive our identity. Invest the most and generate the greatest return in		√	√	√	√
Progress	It's a continuous process and following the system					
98	Divide all the units/ departments/ sections as independent unit and calculate the input cost including fixed and variable cost.			√	√	√
Progress	Under process, working with the help of accounts					
99	Calculate exact instruction cost per students in each program. Calculate activity cost of each unit.	√	√	√	√	√
Progress	Under process, working with the help of accounts					
100	Allow the cost centre to act as independent profit centre and work on their resource mobilization.				√	√
Progress	Under process, working with the help of accounts					
101	Prepare an affordable fee structure of, program wise, with proper benchmark study, input cost and opportunity cost.		√	√	√	√
Progress	Continue process, working with the help of accounts					
102	Finalise incremental fee with proper study on inflation, input cost, size of program, for full program at the beginning of the session/ program.	√	√	√	√	√
Progress	Continue process, working with the help of accounts					
103	Use best technology (ERP,LMS,CRM) and reduce number of support staff.	√	√	√	√	√
Progress	Continue process, working with the help of registrar office					

P. 20

104	Close or curtail old program with addition of new program.	√	√	√	√	√
Progress	Continue process, working with the help of BOS and Admission Cell					
105	Outsource storage of students and faculty records and university data, third-party data centre, whether they are managed or cloud-based, could be more sophisticated solutions, higher levels of security, greater flexibility in capacity and lower cost than internal solutions— all with greater accountability and less politics.	√	√	√	√	√
Progress	Working with the help of ERP					
106	Outsource most of the non-core activities to reduce campus complexity and cost.	√	√	√	√	√
Progress	Working started like in transport department and maintenance, other work under review					
107	Standardize the product and services, annual rate contract and vendor for all type of purchases, all products may contact to save unnecessary expenses and save time too.	√	√	√	√	√
Progress	It's a continuous process and following the system					
108	Restructure the authority matrix to avoid unwanted hierarchy of too many middle managers to reduce bureaucracy and significantly boost the productivity.	√	√	√	√	√
Progress	It's a continuous process and following the system and updating time to time					
109	All the positions need to have well defined roles, responsibility and key performance indicators.	√	√	√	√	√
Progress	It's a continuous process and following the system					
110	Leaseback or convert the physical assets to cash, such as leasing classroom for exam, playground, night class, hostel during FDP/MDP etc.	√	√	√	√	√

P. 20

Progress	It's a continuous process and facility like sports ground has been developed for the same	√	√	√		
111	Partnering with intellectual property companies in the private sector, impressing faculty members in creating course material and case studies etc.					
Progress	Under process					
112	Involve faculty members in all decision and policy making.	√	√	√	√	√
Progress	With the help of DC and BOS doing the same					
113	Create Centre for Guidance for national and international competitive examinations may be started.			√	√	√
Progress	Under process with the help of OIA					
114	Appoint counsellor may to address the issues of the students dealing with non-academic/ personal issues.	√	√	√	√	√
Progress	It's a continuous process and following the system and updating time to time					
115	Introduce Career Counselling centre to guide the students on various opportunities including job, higher education, scholarship, research available in India and abroad.	√	√	√	√	√
Progress	It's a continuous process and following the system and updating time to time					
116	Prioritize Soft skill development of the students through professional trainers with contemporary standards.	√	√	√	√	√
Progress	It's a continuous process and following the system and updating time to time					
117	Remedial coaching for slow learners for each program in consultation with respective HoDs.	√	√	√	√	√

P. 20

Progress	It's a continuous process and following the system and mentor-mentee system at its place					
118	Flexible evaluation system may be introduced.			√	√	√
Progress	It's a continuous process and following the system and updating time to time					
119	Organise all teaching assignments, notices, circulars, placement information, responses, quizzes, requests, permissions, approvals through a robust ERP/LMS system to save students time and ensure accuracy.	√	√	√	√	√
Progress	It's a continuous process and following the system and ERP/Email system at its place					
120	The library may be made fully automated and reading facilities be kept open round the clock.	√	√	√	√	√
Progress	Many new software has been introduced, It is fully automated, library is open for extended hours.					
121	Issue library/ Gym/ Club memberships to outsiders on nominal fee.	√	√	√	√	√
Progress	Implemented and available to outsiders on nominal fees					
122	A modern language lab to be made available to all students round the clock.		√	√	√	
Progress	Implemented and available to students upto extended hours					
123	Facilities for Yoga / Meditation be made available in larger scale.		√	√	√	√
Progress	Implemented and available					
124	Late-night food-joint facilities, either in Hostel or in canteen.		√	√	√	√

P. 20

Progress	Implemented and available to students upto extended hours					
125	Standby power supply, Wi-Fi and other up-to- date computer facilities round the clock.	√	√	√	√	√
Progress	Implemented and available to students and faculty					
126	Create Students Council/ association through selection.		√	√	√	√
Progress	Implemented and system in its place					
127	Allow students participation in BOS, Academic Council, and other administrative committees.	√	√			
Progress	Implemented and system in its place					
128	Senior students to be assigned to function various cultural and social clubs and tech festivals.	√	√	√	√	√
Progress	Implemented and system in its place					
129	SOPs for admission, documentation, transportation, library, laboratory	√	√	√	√	
Progress	Implemented and system in its place, Unser review for more updates					
130	Finalize turn-around-time (TOT) for students' issue/ case, responsible authorities may be set and all developments pertaining to students request may be shared with them regularly through LMS/e-mail.	√	√			
Progress	Implemented and system in its place					

P. 20

131	Guest house accommodation facilities for the parents/guardians of the students may be started in the campus.	√	√			
Progress	Implemented and system in its place					
132	Amplify their innate aptitudes of staff with training, coaching, and professional development.	√	√	√	√	
Progress	Implemented and system in its place					
133	Recruit People from different part of the country/ globe to bring diversity to the university.	√	√	√	√	√
Progress	Implemented and system in its place, policy implementation is required in case of foreign faculty and staff					
134	Develop and implement a good and attractive HR policy to attract, motivate and retain good talent to Medicaps.	√	√	√	√	√
Progress	Implemented and system in its place, continuous improvement is going on					
135	The internet bandwidth to be increased to at 5 GB by 2022, but immediately to 500mbps.		√			
Progress	Implemented and system in its place					
136	Convert the campus to fully Wi-Fi and immediate fire-wall security system may be implemented.		√	√		
Progress	Implemented and system in its place					
137	Grant Wi-Fi access to all staff and students with some riders for download.		√	√		
Progress	Implemented and system in its place					

P. 20

138	Effective tools and software like ERP/ LMS/ CRM may be used and all the processes to be made automated.	√	√	√	√	
Progress	Implemented and system in its place, few developments is proposed in examinations					
139	Train the non- teaching staff regularly for their professional and personal development		√	√	√	√
Progress	Implemented and system in its place					
140	Create facilities like staff club, gym, dining room, recreation hall, crèche (for working couple) for work-life balance.		√	√	√	√
Progress	Implemented and system in its place					
141	Initiate effective delegation of authority to make the administrative process simpler, quicker and to create leadership quality among the staff.	√	√	√	√	√
Progress	Implemented but few policies need proper implementation, under review					

The Mid-Term Review of the MEDI-CAPS UNIVERSITY 2021 - 2025 road map has provided a comprehensive assessment of the progress made thus far. It is evident that significant strides have been taken in aligning the university with its strategic objectives and goals. Various initiatives have been successfully initiated and executed to enhance faculty capabilities, curriculum quality, industry collaboration, alumni engagement, and revenue generation.

While many achievements have been celebrated, it is equally important to acknowledge that several areas are still a work in progress, and policies and systems are being developed to further strengthen the university's position. The commitment to continuous improvement and adaptation to changing circumstances is commendable.

The dedication of the university leadership, faculty, staff, and stakeholders in driving these initiatives is



Registrar 26
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore

evident and deserves recognition. As we move forward, it is imperative that the university remains focused on its long-term objectives and continues to foster an environment of innovation, collaboration, and excellence.

The Mid-Term Review serves as a valuable tool for assessing our progress and charting our course for the remainder of the strategic plan. The recommendations and insights gathered through this review will guide us in making informed decisions and adjustments where necessary to ensure the successful realization of our strategic goals.

We extend our appreciation to all those who have contributed to this Mid-Term Review and look forward to the continued collaboration and dedication of the entire MEDI-CAPS UNIVERSITY community in achieving our vision of excellence in education and research.



Registrar
Medi-Caps University
A. B. Road, Pipladamber, Rau, Indore