Institutional Development Plan
2021–2026
Rajagiri (Deemed to be University)

CONTENTS

1.1 Vision

- Be recognized as a global inter disciplinary centre of excellence in Sustainable development, with path breaking research in economy, society and ecology
- Integrate knowledge and skills to generate employable graduates who are lifelong learners
- Enabling a burning desire in students and staff members to continuously seek self -renewal and better the life on earth
- To become a Deemed to be University by 2022 and attain the status of Institute of Eminence (IoE) by 2030

1.2 Mission

Enrich Learning, Enhance Competencies and Transform Lives

1.3 Values

- Service
- Mutual respect
- Integrity
- Learning
- Excellence

1.4 Strategy statement

1.4.1 Rajagiri differentiates itself through:

- The Immersive learning process involving Executive Modelling, Civic Society Engagement, that enriches learning and confers holistic development;
- An Inhouse Assessment and Development centre (ADC) that measures the progression of competencies;
- Cultivating the requisite mindset in student and staff stakeholders to enable transformation of self and others through customized field programs-Rural camp, Vanavasam and Transcend;

1.4.2 Rajagiri proposes to further differentiate itself through:

- Development of case studies resulting from civic engagements jointly by faculty and staff;

- Employing 'Mind Stilling' to prepare students on the path of self-realization;

- Academic freedom with concurrent accountability that will attract global faculty talent;

- Mandatory blended learning that provides synergy to the teaching-learning process and enhances its effectiveness;

- Augmented inhouse technology infrastructure that provides strength to the teaching-learning process, research, consultancy and measurement of metrics

SWOC Matrix for Rajagiri (Deemed to be University)	
Strengths	**Weakness**
1. Management Commitment. 2. Legacy and Brand Value in Kerala. 3. Alumni Network. 4. Infrastructure. 5. Human Resources. 6. Foreign Collaboration. 7. Strong Outreach experience	1. Low visibility outside Kerala. 2. Funding source depended on fees. 3. Small Size. 4. Lack of diversity. 5. Lack of differentiation. 6. Lack of core-competency 7. Low research focus

Opportunities	**Opportunity-Strength Strategies**	**Opportunity-Weakness Strategies**
1. Growing Industry. 2. Demography advantage. 3. Emerging market for skill development. 4. Rise of entrepreneurship 5. Scope for Industry Linkages 6. Social entrepreneurship growth	1. Expand the reach of Rajagiri. 2. Develop more skill development programs. 3. Consolidate strength in Kerala. 4. Leverage Incubation cell 5. Leverage Corporate Network.	1. Develop brand outside Kerala. 2. Generate more funding opportunity through networks. 3. Develop consultancy as a funding resource. 4. Increase brand reach outside Kerala. 5. Find and strengthen core competence.
Challenges	**Challenge-Strength Strategies**	**Challenge-Weakness Strategies**
1. Competition for students– National and International 2. Competition for human resources– National and International 3. Over-regulation. 4. Change in attitude towards learning. 5. Technology Disruption like MOOC.	1. Develop brand inside Kerala. 2. Build a bridge with regulators. 3. Focus on outcome-based learning to attract prospective students. 4. Strengthen placements to deliver more value. 5. Create environment for attracting and retaining human resources 6. Build technology capability for enhanced teaching and learning.	1. Consolidate position in the Home state for sustainability. 2. Build brand as a differentiator. 3. Increase scale of courses and departments. 4. Create Research centres in all departments.

2.1 Strategic Objectives 2021-2026

1. Be acknowledged as one among the Most Highly Respected University focused on Teaching, Learning and Research by 2026

2. Sustain and Enhance Excellence in Scholarship, Research, and Social Impact.

3. Expand the diversity and global footprint by having students from around the globe enrolling in Rajagiri University's programs.

4. To create a sustainable, world-class, infrastructure that creates an effective learning environment.

2.2 Goals

1. Rajagiri (Deemed to be University) aims to be in the top 20 Universities as per the NIRF Ranking by 2025.The University aims to display its path towards excellence by garnering more than 3.5/4 score in the NAAC accreditation framework by the year 2025.The University aspires to be in the top 20 Universities in the country in various rankings done by government and other media and organizations.

2. Creating a strong academic culture with high student-faculty ratio (1:10), excellent learning resources (rank< 5 in rankings), skill and attribute-based curriculum and high-quality faculty resources (PhD >80%).

3. Develop and nurture student diversity by attracting students from various parts of the country with a diversity ratio > 25% of total intake. The university will be aiming for global mix of students and has set a target of international students >5% of intake per programs. Rajagiri (Deemed to be University) endeavors to strengthen faculty diversity by attracting and retaining faculty members from across the world.

4. The institution wants to develop itself as a center of excellence in research, knowledge creation and dissemination.
    a. The target is to have at least 5 doctoral candidates in each department.
    b. High quality research output measured in terms of number of quality publications per faculty and from each department. The goal is to achieve a minimum 2 publications per faculty member in an academic year.
    c. The University also aims to focus more on creation of patents and intellectual properties in the science, bio-technology, and computer sciences departments.

5. Rajagiri (Deemed to be University) aims to scale up its outreach programs to cover the entire South India in the period of the strategic plan.

    a. The University aims to be a center of excellence in the area of Sustainable Development Goals and Corporate Social Responsibility

    b. The existing outreach programs will expand to various geographies and sections of societies in the next five years doubling the current scale of operations.

    c. The institution aims to double the externally funded outreach projects from the current number in the next five years.

6. Rajagiri aims to increase the intake of students as envisaged in the NEP 2020 by 2025. NEP 2020 requires universities to intake around 10,000 students every academic year.

    a. Rajagiri aims to achieve the scale through amalgamation of various institutions under its management including RSET, RCMAS, RBS and Viswajyothi Rajagiri College.

    b. The increased intake of the students needs to be supported by increased infrastructure and learning resources. The university will be exploring various options to support this growth requirement through innovative financial plans.

7. Develop Rajagiri as a reputed educational brand in India.

    a. For an institution to attract students and faculty, it should build a powerful and authentic brand. Rajagiri will invest in building a strong brand rooted in excellence and value. Investment will be made in building brand awareness and salience for the Rajagiri brand across key markets in the next five years.

Action Plan to Realize Strategic Goals

Goal 1: **Rajagiri (Deemed to be University) aims to be in the top 20 Universities as per the NIRF Ranking by 2025. The University aims to display its path towards excellence by garnering more than 3.5/4 score in the NAAC accreditation framework by the year 2025.The University aspires to be in the top 20 Universities in the country in various rankings done by government and other media and organizations.**

According to NEP 2020, Universities are envisaged to be having a large scale of operations focused on research and learning. Also, NEP recommends two types of universities – Research and Teaching. Rajagiri initially has to focus on its teaching and learning competency and gradually transform itself into a research focused university building on the current competency around teaching and learning.

NIRF and NAAC concentrate on key parameters like teaching and learning, research, student outcomes, support and progression, outreach programs and its impact, governance leadership and values, and perception. The action plan focuses the institutions' effort in these critical domains.

The realization of Goal 1 is dependent on the achievement of other goals envisaged in this IDP. The action plan focuses on creating a governance and administrative structure than can facilitate the realization of IDP goals.

Action Plan

- Strengthen the administrative process and governance mechanisms benchmarking with world-class universities through
    - Active governing body consisting of eminent academicians and industrialists
    - Strong Deanery who will take charge of day to day administrative responsibilities.
    - Proper succession planning and career advancement schemes that enable smooth transitions in the top management positions.
    - Creation of administrative policies and ensuring the transparency and ownership of these policies at all levels of the University.
    - Encourage diversity among the top administrative positions and ensure equitable representation of gender in key roles.
    - Board will be responsible for the achievement of the strategic goals

- Strengthen the processes by benchmarking with ISO quality management systems and international accreditations
  - Encourage each department to strive for accreditation and higher rankings in their respective domains
- Strengthening the HOD/Deans through delegation and proper authority and allocation
  - Ensure that key roles are handled by people with experience and competency through transparent and efficient CAS and recruitment wherever deemed necessary.
- Strengthen the financial performance of the University by tapping resources such as University Corpus, Treasury operations, Consultancy services, UGC/AICTE funding, Alumni support and other funded projects.
- Strengthen the strategic planning and implementation process through scaling up of SPAC which is already operational. Top Management will have to oversee the implementation of recommendations given by SPAC.
- Rajagiri (Deemed to be University) already has tie-ups with more than 30 Universities across North America and Europe. The institution would take steps to strengthen the tie-up through more intensive interactions. We will strengthen the Office of International Relations with more manpower and resources to foster new tie-ups with reputed Universities abroad.
- Increase the number of linkages to 60 in ten years across Europe and North America. We will give emphasis to build relationship with universities of repute across the world.
- Develop proper metrics for evaluation of the relationship in terms of faculty exchanges and student exchanges.
- Rajagiri (Deemed to be University) would encourage the various schools/departments to identify areas where global linkages can be utilized.

Goal 2: **Creating a strong academic culture with high student-faculty ratio (1:10), excellent learning resources (rank< 5 in rankings), skill and attribute-based curriculum and high-quality faculty resources (PhD >80%).**

Strategy 2.1: Enrich Student experience through pedagogical innovation, immersive learning, student-centric pedagogy, and living environment.

Actions

- NEP has put lot of focus on skill development among the student community. Rajagiri (Deemed to be University) would like to have the students develop key competencies like Leadership, Teamwork, Communication Skill, Social Sensitivity etc. Rajagiri believes that these skills are developed in students by encouraging them to participate in various extra-curricular events and inter-collegiate competitions. The existing Immersive Learning framework would be strengthened by including innovative activities under the four dimensions. Every schools under the university will develop Graduate Attributes which will become the focal point of outcome-based learning adopted here.

- Rajagiri (Deemed to be University) believes that students would gain a holistic perspective through interacting with a diverse set of cohorts. Hence would be investing in building a diverse community of students, staff and faculty members so that a vibrant cosmopolitan experience can be given to the students.

- We will Increase faculty engagement with students aimed at augmenting the students' life-transforming experience and favouring the development of their abilities, skills, and competencies through the effective mentoring program. We will invest in training our faculty members to become excellent mentors for our students thereby enriching the student's life at Rajagiri.

- Rajagiri (Deemed to be University) commit to continue and strengthen efforts to innovate the teaching model, enhancing the use of interactive methodologies, tools, and technologies aimed at improving the learning process of students. A teaching philosophy based on Immersive Learning Pedagogy will be formulated that will act as the differentiator for Rajagiri (Deemed to be University) in the Teaching and Learning domain. At least 50% of the pedagogy will be through student-centric learning methodologies.

- Rajagiri (Deemed to be University) will strengthen the existing incubation centre Lé Cocoon and Student Success Centre by expanding the resources and extending it to the entire institution. The university expects to incubate 50 start-ups in the next five years.

- Assessment and feedback is vital in any teaching and learning endeavour. Rajagiri (Deemed to be University) would develop competency in analytics and use data to measure the student's learning, competency and satisfaction. Assessment and Development Centre would act as the facilitator for this . The university envisage being a leader in the domain of Assessment of Competencies for students and corporates.

Strategy 2.2: Retain and Develop excellent faculty

The faculty is the key to success of any institution of repute. Rajagiri (Deemed to be University) recognize this and will ensure that there is a resource pool of faculty members who have a high caliber of research and teaching. We will encourage the recruitment and retention of quality faculty resource by committing greater rewards for excellence in teaching and research. We will ensure that Rajagiri (Deemed to be University) have a best faculty-student ratio of 1:10.

Actions

- Faculty size: Fine-tuning the number of faculty in terms of the number, quality, and competency. We will ensure that all the schools under Rajagiri (Deemed to be University) would have an adequate number of faculty resources to pursue teaching and research. Three tracks of faculty viz. Academic track, Research track and Practice Track would be created with separate KPI for each track. The NEP 2020 focus more on scale hence, lot of investment in creating a large pool of multi-disciplinary faculty strength is vital in Rajagiri University's march towards excellence.

- Faculty composition: We intend to strengthen the research output of our various schools by recruiting faculty with research aptitude and competency. The institution would strive to broaden the diversity of the faculty resources in terms of gender and geography.

- Faculty internationalization: We plan to recruit professors and associate professors from the international job market. The plan is to start with visiting professor position for international faculty resources and then building regular positions from there. The target for 2025 would be to increase the percentage of foreign faculty members by 10 percentage points from the

current level.

- Recruit Faculty with Ph.D. over the next five years and encourage existing faculty members who do not have Ph.D. to complete their doctoral degree. The goal is to have more than 80% faculty members having their doctoral degree by 2025. Rajagiri (Deemed to be University) needs to strengthen its PhD centre to develop a resource pool and also its research capabilities.

- Keep the average salary of the faculty members above the median among the peers. We wish to open up new avenues for the funding of additional resources in the faculty domain. Rajagiri (Deemed to be University) has identified consultancy and training division as a prospective resource generating division. Efforts are on to develop the division by recruiting of experts in various domains for consulting and training.

Strategy 2.3: Harness technology to develop teaching and learning

We will use the digital technology environment to open new ways to discover, test, create, and advance knowledge that will enhance the teaching and learning of our students. We will increase its capacity to provide faculty, students, and staff with access to high-quality, physical and virtual educational environments; transform education to reflect new realities and to lead in translating those to life skills and workforce development; and push the capacity of digital tools and technologies to empower our research on the world's most pressing challenges.

Actions

- Encourage faculty, students, and staff to use the strength of technology to enhance the teaching and learning process. Rajagiri (Deemed to be University) already is using ERP and LMS for delivering the course resources and educational processes. We will try to enhance the effectiveness and robustness of the existing technology.

- MOOC is a game- changer in the delivery of education. Rajagiri (Deemed to be University) plans to introduce its own MOOC program for internal and public consumption. The goal is to encourage every programs/school to offer one MOOC program to students within and outside the University.

- Create an effective Information Technology (IT) platform and infrastructure that support the academic and research need of the institute in a financially viable manner. We will use the cutting-edge technology to create an environment of collaborative work among the faculty

and students thus creating a culture of collaborative work and sharing.

Strategy 2.4: Develop highly relevant course curricula, focus on learning outcomes.

Teaching is the core responsibility of any institution of education. As an institution, Rajagiri (Deemed to be University) has to ensure that the students get the best of the resources, environment, and support for learning. For this, the involvement of all stakeholders is necessary. Rajagiri (Deemed to be University) commits to invest a major amount of focus and resource to enhance the learning outcomes of the students.

Actions

- We want all departments/schools to have a robust list of competencies/Graduate Attributes for their students. These attributes should be used to derive the learning outcomes of various courses and each department/school should map these Learning Outcomes to courses so that at the end of the program, all learning outcomes are effectively embedded in the various courses.

- Rajagiri (Deemed to be University) want all schools/departments to develop a robust assessment of the learning outcomes and ensure that these assessments are standard and transparent. The Assessment and Development Centre (ADC) would be expanded by investing in resources and encouraging the centre to take projects from the industry.

- We will ensure that the students would be given feedback on their performance on the learning outcomes.

- Rajagiri (Deemed to be University) want all schools/departments to develop a system where the assessment reports are discussed and necessary actions are taken on weaker outcomes.

Goal 3: **Develop and nurture student diversity by attracting students from various parts of the country with a diversity ratio > 25% of total intake. The university will be aiming for global mix of students and has set a target of international students >5% of intake per programs. Rajagiri (Deemed to be University) endeavors to strengthen faculty diversity by attracting and retaining faculty members from across the world.**

The dream of the Rajagiri Management is to make Rajagiri (Deemed to be University) an international hub for higher learning. We realize that it takes a lot of effort and investment to realize that dream. Over the last decade, the institution has made a lot of progress in building a collaborative relationship with universities abroad. We want to sustain the momentum and build on the solid foundation that is created.

Strategy 3.1: Enhance student and faculty diversity

Since NEP 2020 calls for large-scale multi-disciplinary institutions, Rajagiri (Deemed to be University) needs to expand the student-pool to create such large number of enrolments. So, diversity has to be an important priority for Rajagiri University. Having a diverse community of faculty and student would enhance the teaching and learning process and increase the exposure of both student and faculty to a wide range of experience. In the next five to ten years, Rajagiri (Deemed to be University) would strive to increase the diversity in terms of gender and geography.

Actions

- Rajagiri (Deemed to be University) will create specific goals for each department/ school in terms of gender/ geographic diversity of students and faculty members and each school/department would provide actionable inputs in achieving the goals. The expectation is to achieve 25% diversity among the students in all programs.

- Rajagiri (Deemed to be University) will create a necessary infrastructure that will facilitate easy socialization of the new members who come from different parts of the country. The infrastructure includes canteen facility which supports the diverse culinary needs of the members, facilitation of accommodation of faculty members who relocate to Rajagiri (Deemed to be University) from other parts of the country.

- We will ensure that all schools/department will give appropriate attention and focus on

increasing the diversity through effective monitoring. The department/schools will include diversity as an important pillar in their strategic plan.

Strategy 3.2: Develop and support more enrolment from across the globe

Actions

- The long-term objective of Rajagiri (Deemed to be University) is to have at least 5% of its student enrolment from across the globe. This requires a lot of regulatory approvals and Rajagiri (Deemed to be University) would be investing resources in achieving those goals.

- In order to attract enrolment from outside India, Rajagiri (Deemed to be University) need to develop strong brand equity outside the host country. Hence Rajagiri (Deemed to be University) has identified Accreditations as a brand building opportunity. We want all departments/schools to identify world-class accreditations and start working towards getting accredited globally.

- Necessary infrastructure would be developed to support the internationalization of the various programs.

Strategy 3.3: Develop globally relevant courses in all schools

Actions

- Every school/department should develop a short-term and long-term course specifically for the international students. These courses should be communicated to our partner universities to explore the possibility of getting student enrolment.

- Necessary training will be given to the faculty to develop competencies to teach to an internationally diverse group of students.

Strategy 3.4: Attract and retain faculty from across the globe and also encourage existing faculty to become globally competent.

Actions

- Rajagiri (Deemed to be University) would devote its focus to attract international faculty members to teach at Rajagiri either on a visiting or permanent basis.

- Sufficient infrastructure will be created to ensure that the international members would feel at

home at Rajagiri University.

- Rajagiri (Deemed to be University) would encourage its faculty members to develop competencies required to teach in a globally recognized institution.

Goal 4 : **The institution wants to develop itself as a center of excellence in research, knowledge creation and dissemination.**

a. The target is to have at least 5 doctoral candidates in each department.

b. High quality research output measured in terms of number of quality publications per faculty and from each department. The goal is to achieve a minimum 2 publications per faculty member in an academic year.

c. The University also aims to focus more on creation of patents and intellectual properties in the science, bio-technology, and computer sciences departments

Rajagiri (Deemed to be University) aspires to be a center of excellence in research which has an impact both on academics and industry. The institution wants all the faculty members to contribute to the body of knowledge of their respective departments through research and publication. Hence each school/department would be treated as centers of excellence in their respective domains.

Strategy 4.1: Develop Centres of Excellence in Research in various schools

Actions

- Identify departments/schools which have the potential to deliver world-class research output in the next five years. These departments/schools would be given enough resources and mentorship to deliver results. Develop better criteria for each department to monitor and track research progress.

- Create Research Budget (target>1 Crore) for each department/school for the resources needed for encouraging and conducting research. A research committee constituted at the highest level would oversee research fund allocations.

- Create positions of Head (Research) whose KRA would be to encourage research and publication in the respective departments. Investment in resources like Research Assistants would be encouraged in line with the research budget.

- Each department/school would strive to recruit and retain faculty with research aptitude and create a system of mentorship for faculty members who are in their initial stages of research.

Strategy 4.2: Develop a culture of research in various departments and create strong performance management system.

Actions

- Rajagiri (Deemed to be University) want to make research and publication to be one of the priorities of the faculty members. Hence every school/department would include research and publication as one of the key result areas of the performance management system. NEP also focus on inter-disciplinary research among the faculty members. Rajagiri (Deemed to be University) should be creating a platform for nurturing inter-disciplinary research work.

- Adequate training and mentorship will be provided to the faculty members to develop themselves as excellent researchers.

- The departments would be encouraged to introduce research-based pedagogy like a dissertation, research projects to the students so that they can be converted into research and publication.

- The goal is to have each faculty to create at least 2 peer reviewed publications every year from every department.

Strategy 4.3: Enhance financial support for research and development

Actions

- NEP 2020 envisages the creation of a research funding agency that will be responsible for giving funding to the institutions. We will encourage the faculty members to get funding for their research from AICTE, UGC, Government of India and other funding agencies. Necessary administrative support will be given by Rajagiri University.

- Rajagiri (Deemed to be University) would allocate a specific budget (10 Crore) to ensure proper research output is produced by various departments. A research committee would be constituted which will monitor the effective use of the budget.

- Rajagiri (Deemed to be University) recognizes that library is the primary resource center for any research-based activity. The institute proposes to increase the focus on developing Rajagiri (Deemed to be University) library as the best in the region by creating enough resources to develop both hard and soft resources.

- Rajagiri (Deemed to be University) will encourage inter-departmental collaboration in research and publication.

- Rajagiri (Deemed to be University) would encourage each school /department to have their own journal and ensure that it matches international standards.

- Rajagiri (Deemed to be University) will invest in building the Rajagiri Journals to world-class journals by developing a strong editorial team and also through proper marketing.

Strategy 4.4: Develop doctoral research centres for each school

Actions

- Doctoral research centres are vital in the development of research output in organizations of higher learning. Rajagiri (Deemed to be University) will encourage every school to become an approved research center for universities.

- Rajagiri (Deemed to be University) would encourage the faculty members who are doctorate to enrol themselves as research guides at affiliated universities.

- All the research centres would be directed to conduct training programs to encourage the scholars to pursue excellent research.

- The current research programs would be strengthened with the addition of resources like experienced faculty members and other administrative resources.

- The Management school will be encouraged to create a centre for case research and teaching.

Strategy 4.5: Create globally relevant research through collaborative research projects.

Actions

- Rajagiri (Deemed to be University) already have a tie-up with 30 universities across Europe and North America. We will encourage faculty members to have collaborative research projects with our partner universities.

- Each school/department should develop at least one research project every year with a partner university in the next five years.

Goal 5: **Rajagiri (Deemed to be University) aims to scale up its outreach programs to cover the entire South India in the period of the strategic plan.**

a. The University aims to be a center of excellence in the area of Sustainable Development Goals and Corporate Social Responsibility

b. The existing outreach programs will expand to various geographies and sections of societies in the next five years doubling the current scale of operations.

c. The institution aims to double the externally funded outreach projects from the current number in the next five years

Strategy 5.5: Create strong outreach activities that touch a large spectrum of stakeholders.

Rajagiri (Deemed to be University) believes that the academic research should benefit all stakeholders especially the students, industry, and society.

Actions

- Rajagiri (Deemed to be University) envisages that the research output of the various departments would benefit the large sections of the society. Hence, we encourage research which is action-oriented and also those areas where there is a maximum impact. Rajagiri (Deemed to be University) would thus encourage close working between the researchers and the live labs for identifying projects that have maximum impact on the society.

- For management programs, Rajagiri (Deemed to be University) encourages the departments to work closely with industry for identifying the research projects. Rajagiri (Deemed to be University) wants to help the industry by disseminating the research output through conferences and workshops where the research output of the faculty members is shared.

- Rajagiri Outreach would be developed into a highly professional national NGO through expansion of scale and scope of activities. Rajagiri Transcend would be further strengthened and proper infrastructure for the same would be developed. Both these would be encouraged to be self-sustaining through raising funds from agencies and government programs.

Goal 6: **Rajagiri aims to increase the intake of students as envisaged in the NEP 2020 by 2025. NEP 2020 requires universities to intake around 10,000 students every academic year.**

a. Rajagiri aims to achieve the scale through amalgamation of various institutions under its management including RSET, RCMAS, RBS and Viswajyothi Rajagiri College.

b. The increased intake of the students needs to be supported by increased infrastructure and learning resources. The university will be exploring various options to support this growth requirement through innovative financial plans.

Strategy 6. 1: Create Scale in terms of Schools and Courses

Actions

- The NEP 2020 has far reaching implications on the strategic plan envisaged by Rajagiri University. The draft NEP is focused on creating large, multi-disciplinary institutions that has scale and scope. Degree Granting status will be given to institute with sufficient scale in terms of courses and departments. The immediate priority of Rajagiri (Deemed to be University) is to create enough scale in terms of the programs by launching new programs and departments.

- The institution should develop a new culture of multi-disciplinary flexible academic design that is in line with NEP 2020. The departments and faculty domain should be geared to deal with the easy entry/exit, credit transfer options envisaged in NEP 2020.

- The University aims to achieve the scale of a large university through two routes- Organic and Inorganic outlined in the following action plan

  o Organic Route – strategy 1

    The university will increase the intake of students in the current programs and aim to double the student and faculty count within three years' time (2025)

  o Organic Route – Strategy 2

    The university will start different departments in line with developing itself as a multi-disciplinary university with a vast array of programs catering to a diverse stream of students.

Year	Department	Student Intake (first year)
2022	Bio-technology	60
2022	Law	60
2022	Science	40
2023	Literature	60

The university in association with Rajagiri Hospital which is a sister concern is planning to launch a state of the art medical college with an intake of 100 admissions in the first year of inception.

- o Inorganic Route

    Rajagiri (Deemed to be University) also have a strategy to quickly scale up the university through amalgamation of the various institutions under CMI Sacred Heart Province. The amalgamation will help the various Rajagiri Institutions to comply with the NEP 2020 requirements of both scale requirements and also cope with the possibility of abolishing of affiliated college concept in the future. The amalgamation plan is as follows: -

Year	Institution to be amalgamated	Increase in Student Intake
2022	Rajagiri Business School	180
2022	Rajagiri Vishwajyothi College	150
2023	Rajagiri College of Management and Applied Sciences	1000
2024	Rajagiri School of Engineering and Technology	2500

Note: The amalgamation of these institutions will be subject to University and other statutory regulations and compliance requirements.

Strategy 6.2: Financial Stability and Funding for Institutional Development

Actions

- There are a lot of infrastructural requirements for applying for degree granting status. That requires a lot of resources and funding is a priority for Rajagiri University. Create a sustainable financial sourcing model with a diversified funding source reducing overdependence on fee income.

- An endowment will be created which will be a source of funding for Rajagiri University. The endowment will solicit donations from Alumni, Industry and other stakeholders. The endowment will be handled by an internal group who has expertise in treasury management.

Strategy 6. 3: Faculty and Staff Development for transformation into a University

Actions

- For Degree Granting Institution status, each school /department should have a requisite number of Professors, Associate and Assistant Professors. Hence recruitment will be made for these positions to meet the requirements. Various departments will be intimated to give a resource plan indicating the gap in terms of requirements and expected cost and budget for meeting those requirements. (Detailed regulations are awaited as per NEP 2020)

- The existing Faculty Policy will be redrafted to incorporate the changes mandated by regulatory authorities like UGC.

- A multi-disciplinary institution requires a robust administrative infrastructure which is much different in terms of depth and scale compared to an institution focused on limited domains. Hence Rajagiri (Deemed to be University) will be investing in scaling up administrative resources to meet the needs of a University.

- A comprehensive HR policy that meets the regulatory requirements and also caters to the needs of the faculty will be drafted.

Strategy 6.4: Develop opportunities for placement and entrepreneurship for students

Actions

- Since insitutions under NEP 2020 would cater to a larger number of students from diverse streams, the office of corporate relations would be strengthened to meet the needs of a larger group.

- Rajagiri (Deemed to be University) envisages that the future institutions would generate entrepreneurs who will, in turn, create jobs for the society. NEP focuses more on skill development and holistic learning. Rajagiri (Deemed to be University) should develop its academic design in tune with the new focus on skilling rather than just academic delivery. A state-of-the-art Incubation Centre would be set up to promote entrepreneurship thereby

providing impetus to societal growth.

Strategy 6.5: Infrastructure for University

Actions

- NEP 2020 envisages less number of large institutions which cater to a large number of student pool. Universities and institutions of the future require extensive infrastructure to cater to a large number of students, different schools/departments, faculty members, hostels etc. The immediate priority of Rajagiri (Deemed to be University) will be to cater to the regulatory requirements that will enable us to apply for Degree Granting Institution status. A task group will be created for identifying the infrastructure gap and suggest a plan to bridge the gap.

- NEP has changed the current structure of a three-year degree program to a 4-year program with option for students to exit at various points. This creates infrastructural challenge for Rajagiri (Deemed to be University) especially at the under-graduate level. Infrastructural changes to accommodate this flexibility should be planned immediately to cater to a smooth transition.

- Rajagiri (Deemed to be University) wants to develop world-class infrastructure both in terms of physical and knowledge infrastructure. Rajagiri (Deemed to be University)would be investing in developing infrastructures like classrooms, library, lab etc specific to the needs of various departments and schools.

- Since insititutions envisaged under NEP 2020 will be accommodating a large number of students, infrastructure like hostels, recreational facilities etc will be created as per the regulations of the UGC or relevant authority as per NEP.

- An infrastructure team will be created who will recommend the necessary details and budget.

Goal 7: Develop Rajagiri as a reputed educational brand in India.

For an institution to attract students and faculty, it should build a powerful and authentic brand. Rajagiri will invest in building a strong brand rooted in excellence and value. Investment will be made in building brand awareness and salience for the Rajagiri brand across key markets in the next five years.

Actions

- Strengthen the brand by investing in brand building through various media and also through public relations and outreach programs.
- A separate marketing team will be created to effectively drive the brand promotion activities especially relating to admissions.
- Focus will be given in designing events, seminars, webinars, workshops and training programs to enhance the perception of Rajagiri (Deemed to be University) as a Centre of excellence.
- Alumni connection will be nurtured and engagement will be enhanced through various activities and networking by establishing alumni chapters across the country.
- Office of Alumni Relations will be strengthened with student volunteers and administrative support.
- Networking with industry for placements, consultancy and projects will be coordinated by the Office of Corporate Relations which will be expanded to suit the needs of University.

Balanced Scorecard for Rajagiri (Deemed to be University)				
Strategic Theme: Redefining Quality Centric Futuristic Education				
	Objective	**Measure**	**Target**	**Initiative**
Financial	Create Sustainable Funding	% Revenue share from non-fee funding	> 30% year 5 > 50% year 10	Endowment creation Develop Consultancy Revenue
		Budget Usage Debt burden	>80 usage minimize	Empowering HODs
	Financially Independent Schools	Operational Surplus	75% of schools generate operational surplus	Implement Budgeting for various schools
Customer	Enhance Student Diversity – National Enhance Enrolment of International Students Enhance Student Satisfaction	Number of Non-Keralite Students in each school. Number of international students in each school	NK > 25 % in first 5 Years., IS > 10% in 5 Years	Marketing Budget Strengthening Admission Department Increased collaboration with universities abroad. Admission offices in major states.
	Placement Industry relationship	Average CTC Number of incubated firms / Startups Corporate satisfaction MDP conducted	Management > 7 LPA Inc > 10 Corp. Sat >8 MDP satisfaction score	Competency development of students Entrepreneurship workshops Mentoring OCR to be strengthened. Liaison officers in Metros.
	Quality of Intake	# of referral admissions # of applicants to seats Mean Satisfaction Score	Referral > 20% Applications –define school wise Retention Rate >90% Satisfaction >90% Students opting for HE	Create measurement of referral admissions. Increase promotions Monitor satisfaction scores

		Student retention rates Higher education		
	Relationship	Endowment contribution Alumni Relations – Meetings participation	Endowment > 25% in 10 years Alumni meeting participation 50% Alumni Satisfaction >90%	Creation of endowment plan. Incentivize endowment Strengthen office of alumni
	Internal Customer Satisfaction	Faculty Retention Ratio Faculty and staff satisfaction score	Retention ratio >80% Satisfaction >90%	Infrastructure for faculty Incentivize faculty /staff performance
	Impact on society	Number of outreach programs Number of beneficiaries Funding from agencies Impact study scores	Double current outreach projects	Strengthen Outreach programs
Process	Strengthening Pedagogy	Pass Percentage Competency Scores Student Ratings of courses	Pass percentage > 75% Competency > 60% Ratings >3.5	Empower faculty to innovate in pedagogy. Competency building for faculty on innovative pedagogy Measure effectiveness of pedagogy Industry representation in Academic council
	Enhancing Brand Value	Accreditations, Rankings	Top 25 in 5 years AACSB, AMBA, EQUIS, NBA, NAAC, ACBSP, NIRF Respective departments to identify	Strengthen IQAC and Accreditation team. Budget for IQAC Training on Quality Assurance
	Enhancing Faculty Resources	PhD faculty members Faculty Diversity Ratio Practice Track faculty members Live projects Retention rates	PhD >80% Diversity >25% Practice Track -25% Live Project > 50% of projects Targeted Student –Faculty ratio~ 10:1	Increase visibility of RCSS outside the state. Recruitment from premier institutions like IIM, IIT

		Student –Faculty Ratio		Competency development for faculty members. FDP conducted
Learning & Growth	Enhance Research and Development	Number of research publications Quality rank of Journals Doctoral Students Number of funded research projects Number of consultancy projects.	Journal – Scopus Indexed/Respective departments to suggest indexation Publications – 2 per faculty P.A Doctoral Students – 5 per school Consultancy revenue > 30% of fee income	Create separate resources for publication department. Consultancy wing to be developed to a business unit. Incubation Centre to be scaled up.
	Scale of programs	Number of new programs offered. Student Enrolment in programs	Student enrolment >80%	Identify new programs/ new departments.

Strategic Plan Dashboard for Management Monitoring						
	Objectives	**Measure**	Good	Satisfactory	Not Satisfactory	Remarks
Financial	Create Sustainable Funding	% Revenue share from non-fee funding				
		Budget Usage				
		Debt burden				
	Financially Independent Schools	Operational Surplus				
Customer	Enhance Student Diversity – National	Number of Non-Keralite Students in each school.				
	Enhance Enrolment of International Students	Number of international students in each school				
	Enhance Student Satisfaction	Satisfaction Scores				
	Placement &Industry relationship	Average CTC				
		Number of incubated firms / Startups				
		Corporate satisfaction				
		MDP conducted				
	Quality of Intake	# of referral admissions				
		# of applicants to seats				

		Mean Satisfaction Score				
		Student retention rates				
		Higher education				
	Relationship	Endowment contribution				
		Alumni Relations – Meetings participation				
	Internal Customer Satisfaction	Faculty Retention Ratio				
		Faculty and staff satisfaction score				
	Impact on society	Number of outreach programs				
		Number of beneficiaries				
		Funding from agencies				
		Impact study scores				
Process	Strengthening Pedagogy	Pass Percentage				
		Competency Scores				
		Student Ratings of courses				
	Enhancing Brand Value	Accreditations, Rankings				
	Enhancing Faculty Resources	Ph.D. faculty members				
		Faculty Diversity Ratio				
		Practice Track faculty members				
		Live projects				
		Retention rates				
		Student-Faculty Ratio				
Learning & Growth	Enhance Research and Development	Number of research publications				
		Quality rank of Journals				
		Doctoral Students				
		Number of funded research projects				
		Number of consultancy projects.				
	Scale of programs	Number of new programs offered.				
		Student Enrolment in programs				

Financial Strategy

Rajagiri College of Social Sciences and its management is strongly committed to fulfilling its mission-related strategic objectives. The management supports funding for new initiatives and investments to achieve the mission. The school generates revenue from the course fees collected from the students and another student programme. Besides, it keeps a considerable amount as reserves and fixed deposits to ensure a seamless financial funding process for the College.

Plan A: Amalgamation of Sister Concerns Colleges

Based on the strategic plan, if the College is planning for organic growth, they scale up through amalgamation of the various institutions under CMI Sacred Heart Province. The projected Cash flow, summary of Cash flow, Income and Expenditure Statement and significant sources for funds and application of fund for the next five years is presented in Table 1.1, Table 1.2, Table 1.3, Table 1.4, respectively.

Table 1.1 Cash Flow Statement

Particulars	I	II	III	IV	V
Opening Cash Balance at the start of the year	6,06,94,784	2,99,84,349	10,31,44,794	17,35,12,960	21,28,35,924
Addition made during the Year	-	8,80,64,641	5,75,38,900	75,95,579	-
Net Cash Balance at the start of the year	6,06,94,784	11,80,48,990	16,06,83,694	18,11,08,539	21,28,35,924
Source of Funds	53,65,72,628	64,21,72,469	75,12,40,180	1,32,07,42,673	1,48,34,69,748
Fees Collection	32,08,61,085	36,82,87,085	44,02,39,282	71,91,14,382	86,29,37,258
Students Amenities	82,47,469	3,24,56,419	3,39,33,395	4,15,38,900	4,77,69,735
Research and Development	1,22,000	1,28,100	1,33,224	29,69,124	31,17,580
Administrative Income	1,79,64,584	3,06,44,005	3,97,02,233	4,47,01,865	4,91,72,052

interest Received	25,60,106	26,88,111	1,11,06,763	1,56,28,956	1,59,41,535
Treasury Grants from Government	2,89,55,074	2,95,34,175	3,01,24,859	3,07,27,356	3,13,41,903
Charity Receipts	61,17,344	61,78,517	64,31,517	1,29,74,897	1,31,04,646
Project and Programme	4,71,30,551	6,72,38,621	6,79,11,007	7,10,76,644	7,46,30,476
Hostel Receipts	1,00,10,811	1,02,11,027	1,04,15,248	4,77,85,310	5,11,30,281
Bus Fees Collection		-	-	1,50,89,850	1,65,98,835
Loans from Bank (Net)	2,67,41,712	2,67,41,712	1,51,73,637	12,43,19,119	12,68,05,501
Advance Received (Management & Others) Net	6,78,61,892	6,80,64,696	9,60,69,014	19,48,16,269	19,09,19,944
Application of Funds	**56,72,83,063**	**65,70,76,666**	**73,84,10,914**	**1,28,90,15,288**	**1,37,61,74,777**
Personnel Expenditure	17,65,83,632	22,44,22,484	25,69,19,115	43,13,93,043	49,61,01,999
University Affiliation Expenses	57,20,407	64,89,807	83,32,881	1,01,41,656	1,03,44,489
Student Amenities	7,35,96,485	8,43,64,502	8,69,63,119	9,36,59,740	10,30,25,714
Research and Development	59,50,153	62,47,661	64,97,567	67,57,470	69,60,194
Administrative Expenses	6,37,30,573	7,67,19,035	9,43,79,156	14,86,89,572	15,90,97,842
Hostel Running Expenses	52,59,455	55,22,428	57,98,549	1,70,84,538	1,74,26,229
Other Project and Programme'	3,53,03,211	3,63,62,307	3,74,53,177	3,75,37,163	3,86,63,277
Interest on Loan	3,61,20,510	3,68,42,920	3,99,25,674	12,35,74,487	12,35,74,487
Charity Payments	63,17,410	72,08,545	1,36,00,823	4,01,46,317	4,09,49,243
Fixed Assets purchases	15,20,32,600	16,51,31,960	18,07,75,836	35,95,10,660	35,95,10,660
Library Expenses	66,68,627	77,65,017	77,65,017	1,02,89,021	1,02,89,021
Bus Running Expenses			-	1,02,31,621	1,02,31,621
Closing Balance end of the year	**2,99,84,349**	**10,31,44,794**	**17,35,12,960**	**21,28,35,924**	**32,01,30,895**

Table 1.2 Summary Cash Flow Statement

Particulars	1st Year	2nd Year	3rd Year	4th Year	5th Year
Opening Cash Balance at the start of the year	6,06,94,784	11,80,48,990	16,06,83,694	18,11,08,539	21,28,35,924
Source of Funds	53,65,72,628	64,21,72,469	75,12,40,180	1,32,07,42,673	1,48,34,69,748
Application of Funds	56,72,83,063	65,70,76,666	73,84,10,914	1,28,90,15,288	1,37,61,74,777
Closing Balance end of the year	2,99,84,349	10,31,44,794	17,35,12,960	21,28,35,924	32,01,30,895

Table 1.3 Income and Expenditure Statement

Particulars	1st Year	2nd Year	3rd Year	4th Year	5th Year
Revenue from Operations					
Tuition fees and other Fees (% of Total revenue)	32,08,61,085	36,82,87,085	44,02,39,282	71,91,14,382	86,29,37,258
	72.60%	67.28%	68.79%	71.80%	74.02%
Other Incomes	12,11,07,939	17,90,78,976	19,97,58,247	28,24,92,903	30,28,07,045
(% of Total revenue)	27.40%	32.72%	31.21%	28.20%	25.98%
Total Revenue	44,19,69,024	54,73,66,061	63,99,97,529	1,00,16,07,285	1,16,57,44,303
Operating Expenses					
Salary and Benefits	17,65,83,632	22,44,22,484	25,69,19,115	43,13,93,043	49,61,01,999

(% of Total operating Expenses)	33.04%	35.86%	36.76%	38.14%	40.41%
Students amenities	7,35,96,485	8,43,64,502	8,69,63,119	9,36,59,740	10,30,25,714
(% of Total operating Expenses)	13.77%	13.48%	12.44%	8.28%	8.39%
Other Expenses	28,42,76,611	31,70,61,810	35,49,48,714	60,59,64,783	62,84,15,316
(% of Total operating Expenses)	53.19%	50.66%	50.79%	53.58%	51.19%
Total Operating Expense	53,44,56,728	62,58,48,796	69,88,30,948	1,13,10,17,566	1,22,75,43,029
Excess of income over Expenditure	-9,24,87,704	-7,84,82,734	-5,88,33,419	-12,94,10,281	-6,17,98,726
Excess of income over Expenditure (Excluding Depreciation)	-4,68,77,924	-2,89,43,146	-46,00,668	-2,15,57,083	4,60,54,472

Table 1.4 Major Sources and Application of funds

Source of Funds	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fees Collection	60%	57%	59%	54%	58%
Advance Received (Management & Others) Net	13%	11%	13%	15%	13%
Project and Programme	9%	10%	9%	5%	5%
Loans from Bank (Net)	5%	4%	2%	9%	9%
Treasury Grants from Government	5%	5%	4%	2%	2%

Students Amenities	2%	5%	5%	3%	3%
Administrative Income	3%	5%	5%	3%	3%
Hostel Receipts	2%	2%	1%	4%	3%
Charity Receipts	1%	1%	1%	1%	1%
Interest Received	0%	0%	1%	1%	1%
Research and Development	0%	0%	0%	0%	0%
Bus Fees Collection	0%	0%	0%	1%	1%
Application of Funds	**1st Year**	**2nd Year**	**3rd Year**	**4th Year**	**5th Year**
Personnel Expenditure	31%	34%	35%	33%	36%
Fixed Assets purchases	27%	25%	24%	28%	26%
Student Amenities	13%	13%	12%	7%	7%
Administrative Expenses	11%	12%	13%	12%	12%
Other Project and Programme'	6%	6%	5%	3%	3%
Interest on Loan	6%	6%	5%	10%	9%
University Affiliation Expenses	1%	1%	1%	1%	1%
Research and Development	1%	1%	1%	1%	1%
Hostel Running Expenses	1%	1%	1%	1%	1%

Charity Payments	1%	1%	2%	3%	3%
Library Expenses	1%	1%	1%	1%	1%
Bus Running Expenses	0%	0%	0%	1%	1%

Financial Model (Sources and Application of Funds Based on the projections)

Sources of Fund: The financial model of RCSS in its vision to become to University is primarily based on the fees collected from the students, which constituted an average of (55%) of sources of funds. Other sources of income include advances from management (12%), projects and programmes (9%), loans (6%), treasury grants from the government (4%), fees collected for student amenities, administrative income and other incomes. The percentage of various sources of the fund is presented in table 1.4. As shown in the table, the University will manage its cash flow efficiently; being a CMI institute, the University also has a provision of taking loans and advances from management in case of deficit, and the loans and advances are refunded whenever there is surplus.

Deployment of Funds: The University invests significant resources in faculty, staff, research, infrastructure, and student development activities. The most extensive use of funds is Personnel maintenance which constitutes (33%) of the total deployment of funds. Personnel maintenance mainly consists of salary and allowances to teaching and non-teaching staff members and honorarium paid for visiting faculty members. Becoming a university will require constructions of the new building, purchase of various fixed assets to fulfil the need of the students and world-class infrastructure to facilitate learning; hence Fixed Asset purchase expenditure constitutes the second-largest component of overall expenses which accounts for (25%) of the total application of funds. Expenses for students' amenities take up a large share (11%) of the University's total funds deployment. Other expenses include administrative expenses, interest on loans and payment for advertisements and promotion are the most significant areas of expense. Expenses for students' amenities take up a large share (8%) of the University's total funds deployment. The University will also carry out many social work and charity programs in the form of scholarships and charity donations for the community's welfare to fulfil

its mission. The expense for UGC and fees for other statutory bodies constitute less than one per cent of the total cost incurred. Table 1.1 presents the deployment of funds by the University under different heads.

Income and Expenditure Statement: The University has an operating deficit because of the high interest on the bank loan, which has been taken for the expansion of infrastructure and due to depreciation. The University will be able to overcome the deficit as it progresses, as the infrastructure requirement of the University will gradually slow down, so the loan and the interest paid and depreciation.

Strategies for sustaining resources: Having achieved its goal of becoming the best NAAC accredited institute in India. The College aspires to achieve greater visibility at the national and global level and become a top-ranked university. To sustain planned growth and achieve its strategic objectives, the University will invest in people and infrastructure and work hard to generate alternative funding sources. Its efforts will be to increase income from research, consultancies, projects government grants, which will be the second primary source of revenue after tuition fees.

Plan B: Standalone RCSS

Based on the strategic plan, if the College is planning for organic growth, they scale up by increasing the intake of students in the current programs and setting up new departments in Biotechnology, Law, Science and Literature. The projected Cash flow, a summary of Cash flow, Income and expenditure statement, significant sources for funds, and application of funds for the next five years for Plan B where RCSS stands as a standalone entity are presented in Table 1.5, Table 1.6, Table 1.7, Table 1.8 respectively.

Table 1.5 Cash Flow Statement (Standalone)

Particulars	1st Year	2nd Year	3rd Year	4th Year	5th Year
Opening Cash Balance at the start of the year	**2,56,70,926**	**2,70,57,508**	**3,56,60,617**	**3,05,85,177**	**2,31,85,890**
Source of Funds	**44,69,74,140**	**54,79,14,671**	**73,89,66,721**	**94,89,58,263**	**1,27,33,11,578**
Fees Collection	20,26,36,085	25,99,10,558	35,75,06,765	45,95,42,136	63,38,87,987
Students Amenities	82,47,469	1,05,90,840	1,48,21,946	1,91,27,744	2,61,82,269
Research and Development	1,22,000	1,70,800	2,22,040	3,33,060	4,99,590
Administrative Income	1,26,96,279	1,62,84,844	2,23,99,789	2,87,92,874	3,97,16,612
lnterest Received	22,69,155	24,96,071	27,45,678	30,20,245	33,22,270
Treasury Grants From Government	2,89,55,074	2,92,44,625	3,12,91,748	3,28,56,336	3,44,99,153
Charity Receipts	10,17,344	15,00,000	17,00,000	1,90,000	20,50,000
Projects and Programme	4,71,30,551	6,04,51,858	8,31,51,482	10,68,83,599	14,74,34,205
Hostel Receipts	1,00,10,811	1,30,00,000	2,14,50,000	2,87,50,000	3,59,60,000
Loans from Bank (Net)	1,65,62,369	2,07,57,967	2,51,19,189	4,54,27,232	6,17,74,387
Advance Received (Management & Others) Net	11,73,27,003	13,35,07,109	17,85,58,083	22,40,35,037	28,79,85,106
Application of Funds	**44,55,87,558**	**53,93,11,562**	**74,40,42,161**	**95,63,57,551**	**1,26,27,27,537**
Personnel Expenditure	1,85,96,378	13,72,86,695	9,59,87,875	5,65,19,848	36,01,79,882
University Affiliation Expenses	54,83,518	60,31,870	66,35,057	72,98,562	80,28,419
Student Amenities	5,71,79,662	7,59,67,733	11,39,51,600	14,60,91,795	18,11,53,826
Research and Development	59,50,153	65,45,168	71,99,685	79,19,654	87,11,619
Administrative Expenses	3,66,02,400	4,64,36,786	6,41,30,191	8,23,77,532	11,24,08,170

Hostel Running Expenses	52,59,455	72,80,000	1,24,80,000	1,75,00,000	2,35,60,000
Project & Programmes	3,53,03,211	4,52,81,556	6,22,84,744	8,00,61,323	11,04,35,816
Interest on Loan	2,75,28,435	3,02,81,279	3,33,09,406	3,66,40,347	4,03,04,382
Social & Charity Payments	22,07,410	24,28,151	26,70,966	29,38,063	32,31,869
Fixed Assets purchases	15,14,76,936	18,17,72,323	24,53,92,636	31,90,10,427	41,47,13,555
Closing Balance end of the year	**2,70,57,508**	**3,56,60,617**	**3,05,85,177**	**2,31,85,890**	**3,37,69,931**

Table 1.6 Summary Cash Flow Statement (Standalone)

Particulars	1st Year	2nd Year	3rd Year	4th Year	5th Year
Opening Cash Balance at the start of the year	**2,56,70,926**	**2,70,57,508**	**3,56,60,617**	**3,05,85,177**	**2,31,85,890**
Source of Funds	**44,69,74,140**	**54,79,14,671**	**73,89,66,721**	**94,89,58,263**	**1,27,33,11,578**
Application of Funds	**44,55,87,558**	**53,93,11,562**	**74,40,42,161**	**95,63,57,551**	**1,26,27,27,537**
Closing Balance end of the year	**2,70,57,508**	**3,56,60,617**	**3,05,85,177**	**2,31,85,890**	**3,37,69,931**

Table 1.7 Income and Expenditure Statement (Standalone)

Particulars	1st Year	2nd Year	3rd Year	4th Year	5th Year
Revenue from Operations					
Tuition fees and other Fees (% of Total revenue)	20,26,36,085	25,99,10,558	35,75,06,765	45,95,42,136	63,38,87,987
	64.72%	66.03%	66.79%	67.63%	68.64%
Other Incomes	11,04,48,683	13,37,39,037	17,77,82,684	21,99,53,858	28,96,64,098
(% of Total revenue)	35.28%	33.97%	33.21%	32.37%	31.36%
Total Revenue	31,30,84,768	39,36,49,595	53,52,89,448	67,94,95,994	92,35,52,085
Operating Expenses					
Salary and Benefits	11,85,96,378	13,72,86,695	19,59,87,875	25,65,19,848	36,01,79,882
(% of Total operating Expenses)	34.90%	33.29%	34.22%	34.96%	37.01%
Students amenities	5,71,79,662	7,59,67,733	11,39,51,600	14,60,91,795	18,11,53,826
(% of Total operating Expenses)	16.82%	18.42%	19.90%	19.91%	18.61%
Other Expenses	16,40,82,322	19,91,82,098	26,28,21,389	33,10,80,221	43,19,28,436
(% of Total operating Expenses)	48.28%	48.29%	45.89%	45.13%	44.38%
Total Operating Expense	33,98,58,362	41,24,36,527	57,27,60,864	73,36,91,864	97,32,62,144
Excess of income over Expenditure	-2,67,73,594	-1,87,86,932	-3,74,71,415	-5,41,95,870	-4,97,10,059

Excess of income over Expenditure (Excluding Depreciation)	1,89,74,146	3,61,10,356	3,66,39,924	4,21,48,871	7,55,38,103

Table 1.8 Major Sources and Application of funds (Standalone)

Source of Funds	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fees Collection	45%	47%	48%	48%	50%
Advance Received (Management & Others) Net	26%	24%	24%	24%	23%
Projects and Programme	11%	11%	11%	11%	12%
Treasury Grants From Government	6%	5%	4%	3%	3%
Loans from Bank (Net)	4%	4%	3%	5%	5%
Administrative Income	3%	3%	3%	3%	3%
Students Amenities	2%	2%	2%	2%	2%
Hostel Receipts	2%	2%	3%	3%	3%
Interest Received	1%	0%	0%	0%	0%
Charity Receipts	0%	0%	0%	0%	0%
Research and Development	0%	0%	0%	0%	0%
Application of Funds	**1st Year**	**2nd Year**	**3rd Year**	**4th Year**	**5th Year**

Fixed Assets purchases	34%	34%	33%	33%	33%
Personnel Expenditure	27%	25%	26%	27%	29%
Student Amenities	13%	14%	15%	15%	14%
Administrative Expenses	8%	9%	9%	9%	9%
Project & Programmes	8%	8%	8%	8%	9%
Interest on Loan	6%	6%	4%	4%	3%
Hostel Running Expenses	1%	1%	2%	2%	2%
University Affiliation Expenses	1%	1%	1%	1%	1%
Research and Development	1%	1%	1%	1%	1%
Social & Charity Payments	0%	0%	0%	0%	0%

Financial Model (Sources and Application of Funds Based on the projections)

Sources of Fund: The financial model of RCSS in its vision to become to University is primarily based on the fees collected from the students, which constituted an average of (45%) of sources of funds. Other sources of income include advances from management (22%), projects and programs (11%), loans (5%), treasury grants from the government (5%), fees collected for student amenities, administrative income and other incomes. The percentage of various sources of the fund is presented in table 1.8. As shown in the table, the University will manage its cash flow efficiently; being a CMI institute, the University also has a provision of taking loans and advances from management in case of deficit, and the loans and advances are refunded whenever there is surplus.

Deployment of Funds: The University invests significant resources in faculty, staff, research, infrastructure, and student development activities. Becoming a university will require the construction of the new building, purchase of various fixed assets to fulfil the need of the students, and world-class infrastructure to facilitate learning. Hence, Fixed Asset purchase expenditure constitutes the most significant component of overall expenses, which accounts for (33%) of the total application of funds. Personnel maintenance constitutes (33%) of the total deployment of funds. Personnel maintenance mainly consists of salary and allowances to teaching and non-teaching staff members and honorarium paid for visiting faculty members, constitutes the second largest expenses amounting to (27%) of the total deployment of funds. Expenses for students' amenities take up a large share (11%) of the University's total funds deployment. Other expenses include administrative expenses, interest on loans and payment for advertisements and promotion are the most significant areas of expense. Expenses for students' amenities take up a large share (8%) of the University's total funds deployment. The expense for UGC and fees for other statutory bodies constitute less than one per cent of the total cost incurred. Table 1.1 presents the deployment of funds by the University under different heads

Strategies for sustaining resources: Remains the same in both the organic or organic growth plans by focusing on generating alternative revenue sources in research, projects, and consultancy.

************END OF DOCUMENT********************

RAJAGIRI (DEEMED TO BE UNIVERSITY)