

**ENHANCING QUALITY AND EXCELLENCE IN SELECT
AUTONOMOUS COLLEGES (COMPONENT 8)**

A DETAILED PROJECT REPORT SUBMITTED TO

**RASHTRIYA UCHCHATAR SHIKSHA ABHIYAN (RUSA)
STATE PROJECT DIRECTORATE
KERALA**

By



**MARIAN COLLEGE
KUTTIKKANAM**

(AUTONOMOUS)

MAKING COMPLETE

Kuttikkanam P O, Peermade, Idukki District, Kerala

JUNE 2019

CERTIFICATE

This is to certify that the Detailed Project Report (DPR) submitted to the State Project Directorate, RUSA, Thiruvananthapuram, has been prepared after discussing with all the stakeholders and assessing the future development needs in terms of the Master Plan of the College, in accordance with the allocation as specified in component 8 of RUSA for enhancing quality and excellence in select autonomous colleges. As per the RUSA guidelines the DPR is also approved by BoG and PMU of the College.

Principal

8 June 2019

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EXECUTIVE SUMMARY

Marian College Kuttikkanam was established in 1995 and was conferred CPE status in 2009 and 2014. The college has a valid NAAC re-accreditation with a CGPA of 3.52. It was conferred autonomous status by UGC in May 2016 which was ratified by Mahatma Gandhi University Kottayam on 1 June 2016. At present the college has 16 programmes, 116 faculty members and about 1900 students.

Setting up of academic facilities were the priority in the beginning. Hence important ancillary facilities such as canteen, common room, multi-gym etc are taken up in the quality enhancement phase under the RUSA fund for new construction and equipment. The total outlay proposed is 150 lakhs (30%) as per the guidelines.

Quality enhancement strategic plan is designed to elevate Marian to the status of a Research-1 University with cutting edge active learning strategies integrating ICT. The plan includes, adding new programmes, improving research quality, establishing strategic collaborations and networks with institutions of high repute, plan for international accreditation and ranking. The total outlay proposed is 160 lakhs (32%).

The remaining funds are allocated for the skill development of students and faculty members. Funds are also allocated for inclusion and diversity promotion of campus with emphasis to students from disadvantaged societies.

RUSA FUND ALLOCATION – A SUMMERY

No	ITEMS	AMOUNT (Lakhs)	% Allocation
1.	Infrastructure	150	30
2.	Faculty Development	69	13.8
3.	Research Promotion	160	32
4.	Administrative Reforms	23	5
5.	Enhancing Students' Achievements	28	5.2
6.	Diversity Promotion Plans	40	8
7.	Social Engagements	30	6
	Total	500	100

1 INSTITUTIONAL PROFILE

1.1.Introduction

Marian College Kuttikkanam (MCK) is a Government Aided Autonomous College, listed as per 2(f) and 12B of UGC Act 1956. The College has consistently scored higher grades in NAAC Accreditations. At present (third cycle of accreditation held, in 2014) the College is re-accredited with CGPA of 3.52 and A Grade. Marian was conferred the CPE status by UGC in 2009, and 2014. University Grants Commission has granted autonomous status to Marian in May 2016.

The College was established, under Peermade Development Society (NGO), in 1995, with three under graduate programmes and 180 students. Today, the College offers seven Undergraduate programmes and six Post Graduate Programmes. It also offers one M Phil programme and two PhD programmes. The institution is the realization of the vision of the Management to provide quality higher education in the backward, hilly-district of Idukki, Kerala State, which has a substantial tribal, migrant and minority population.

At Marian, from its inception, high standards of quality have been ensured in all pursuits. The wholehearted support from an array of passionate and learned instructors helped Marian to reach exalted academic heights. The commitment of the management has always sustained the academic quality endeavors through timely investment in infrastructure and learning resources. The uniquely blended programmes, offered with absolute sense of dedication to social justice, prepare the students for the challenges that await them in their future. As a center of knowledge generation and empowerment, the College has always been on the forefront to take up new academic and co-academic initiatives.

1.2 Location of the College

The College is located in Kuttikkanam - a rural village in the district of Idukki in Kerala, at an altitude of 3500 ft above sea level. The College is nestled in the green highlands

of the Western Ghats, where biodiversity is garbed in the mantle of a cool, misty and salubrious ambience ideal for academic pursuits. The College is situated in a place surrounded by tea and cardamom estates, in a terrain of high hills, valleys, and streams

However, the district is one of the most, educationally and socially, backward districts in Kerala having second highest tribal population in the State. There is also a large number of Scheduled Castes people in the district. Children of the migrant labourers working in the tea estates also turn to Marian for quality education. Many students from SEBC category who have joined Marian are first generation learners in higher education from their families. Many people around the College live in houses not connected by navigable roads. The nearest railway station is 75 KM away from the College.

Though these are apparent disadvantages for any College, Marian has successfully converted them into advantages. As remarked by the first NAAC Peer team “What would normally be considered by many as handicaps, constraints or disadvantages in location, this College has converted into an opportunity, advantage and privilege to effect transformation” The campus spans over 27.5 acres

1.3 Vision

“To be a transformational leader in education, facilitating and celebrating the full flowering of life in abundance”

1.4 Mission

1. **Relentless pursuit of knowledge**, realizing that the horizons of knowledge are ever expanding.
2. **Fostering spiritual and humane values**, being proud of our Indian ethos and the Christian message.
3. **Networking and collaborating for synergy**, knowing well that in today’s world none of us can be as smart as all of us together.
4. **Expanding campus-community network**, because we are aware of our obligation to reach out to our less privileged brethren.

5. **Promoting sustainable living and environment friendly campus**, being sensitive to the fact that our planet Earth is the only one that we and our future generations have.
6. **Ensuring a learning environment** of creativity, adventure of ideas, constant innovation, enabling academic ambiance and the state-of-the-art Information Communication Technology.

1.5 Motto

The Marian motto is: Inform Form and Transform

Inform: - Acquisition of knowledge: Syllabus based and beyond the syllabus

Form: - Develop skills: Conceptual, Technical, Managerial and Social.

Transform: - Based on values; Spiritual growth: becoming a change agent have a leavening/transformational influence, not to conform but to transform.

Marian always claim that this is a place where our graduates learn to live and lead.

1.6 Programme Outcomes of the College

The College has identified the Programme Outcomes of the college by involving all the stake holders of the institution. Students, faculty members, non-teaching staff, parents, Board of Governance etc were involved in identifying and formalizing the POs of the college. They are

1. Domain Knowledge
2. Communicative competence
3. Applying Modern technologies
4. Reflective response to ethical and social issues
5. Sustainability values
6. Critical thinking and Problem Solving
7. Entrepreneurship

8. Team work and Leadership

9. Research and Lifelong Learning

1.7 The Marian Difference

The College has seven strands of distinction which interweave to make Marian ‘a College with a difference’.

The Spiritual Ethos – Catholic spirituality animates the campus which has three centres of learning- the College Chapel, the Library and the Classrooms. The hostels are managed by priests and nuns helping the inculcation of a humane value system. The institution is free of party politics and has a history of being a zero-strike campus from inception. The College has also set up the Department of Resurgence Education for spearheading the value clarification programme.

Syllabus Supplements & Skill Building - The syllabus prescribed by the University is complemented and supplemented by additional inputs by the College. This takes the form of 3 UGC add-on and 17 certification/diploma programme, 282 personality development and life skills training programme, and focused efforts for job placements and entrepreneurship.

Social Commitment and Community Involvement – Marian as an organizational citizen of India, inculcates social commitment in the students and simultaneously contributes to the local community through Campus Community Partnerships, outreach programme, critical interventions in social issues like Child Rights and Safety, Community College, Marian Buds, Marian SMART Community, etc.

Academic Quality and Facilities – Marian ensures quality in student-centric teaching and learning, producing commendable results at the University level and promoting research culture among faculty and students. The College has excellent facilities to enable this: Wi-Fi and public address system enabled classrooms, ergonomically designed furniture, networked Computer Labs with more than 242 computers located in four labs and 70 computers across the camps in different departments and offices of the College. Library

with 195271 books (printed and e-books) and 2931 journals, Network Resource Centre, staff rooms with computers and reprographic facility, Audio – Visual Conferencing Facility, Discussion Room, Guest House, Hostels for gents and ladies accommodating 900 students etc.

Teacher Student Relationship - The students are cared for at a personal level and this has paved way for a warm relationship between students and teachers. Academic and personal support/ mentoring is given to the students on the campus. The majority in the teaching community of the College is between 30 and 45 years of age, which helps them to easily build rapport with the youngsters.

Activity Filled Vibrant Campus - Marian is a happening campus offering learning community with a wide range of extra mural activities to choose from. There are 17 clubs, 7 student associations, NSS, NCC, Fests and celebrations, campaigns and many other common initiatives and schemes by the students and for the students.

Climate – The College is located 3500 ft above sea level, in a misty location where the temperature ranges from 15⁰ C to 30⁰ C. The sprawling tea plantations in the high ranges give an ideal green locale conducive for learning. Nature exquisitely complements the institutional climate of Marian.

1.8 Milestones in the History

1995-2000

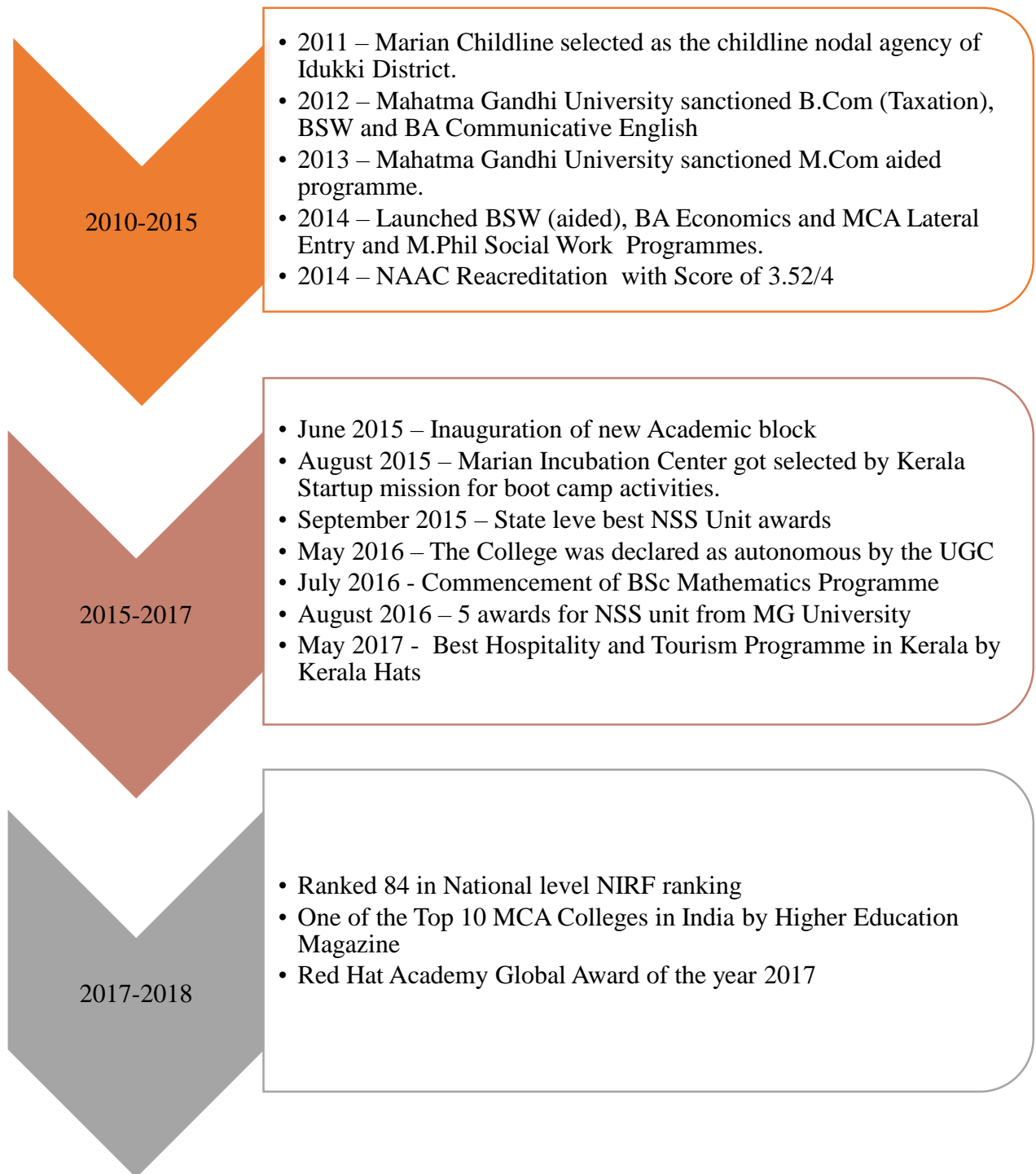
- 1995 - Received provisional affiliation to Mahatma Gandhi University and Classes started on August 11
- 1998 - Inaugurated the college building.
- 1999 - Permanent affiliation to mahatma Gandhi University

2000-2005

- 2001 - Launched M Com (Self Financing) and MCA programmes
- 2003 - NAAC accredited the college with B++
- 2003 - Launched MMH programme

2005-2010

- 2007 - Commissioned the rain water conservation unit.
- 2007 - Tie-up with the University of Utah
- 2008 - Laid foundation stone for the new building.
- 2009 - Reaccredited with a A Grade by NAAC
- 2010 - The College was recognized by the UGC as a College with potential for excellence.



1.9 Infrastructure

The Master Plan of the College gives direction to the spatial/infrastructural planning and development in sync with the academic growth. Marian enjoys technology-enabled learning spaces, network resource centre, language and computer labs and a host of other facilities within the campus. Facilities for sports, physical fitness, health care, gymnasium, indoor and outdoor games and yoga are available. Hostel facilities for men and women are provided. A well-stocked, spacious library with browsing facilities and numerous other services are available to students and faculty. Three hundred and fifteen computers and several licensed softwares are available in various labs of the College for students' use. Extended lab and library working hours is another feature. For maintenance, monitoring and upkeep of the infrastructure preventive maintenance system is followed.

1.9.1 Physical facilities: Library

The Library is fully computerized in Marian. It has printed books, books in soft forms, large collection of movies & music in CD. The library has accesses to prominent data bases in relevant areas.

Working hours	08.00 am to 10.00 pm
Total area	14500 sq. ft
Total number of books	195271
Printed : 29325	
Digital : 165946	
International Journals	16
National Journals	88
Total number of Journals	3300
Printed : 104	

Online : 3196	
Total number of Periodicals	81
Total number of computers	17
CDs	1020
Reprographic facilities	2 photo copier & 2 printers
Internet facilities	40mbps Leased line, Broadband Wi-Fi enabled
Seating capacity	280
Automation software	KOHA – with bar-coding facility
Digital library software	DSpace
Library Website	library.mariancollege.org
Online Database	Nlist, DELNET, Questia, ProQuest
Network Resource Centre	11 nodes of networked computers and one printer and a scanner Laptop Plug-in Space in library

Library Facilities and Services

1. Lending Service
2. Reference Service
3. Reading room/ eBook reading Facility
4. Presentation and Discussion Rooms (7 Nos)
5. Reprographic Centre
6. Career Centre
7. Network Resource Centre & Online Services
8. New arrivals Alert Service
9. Journal content page Alert
10. OPAC (Online Public Access Catalogue) & Web OPAC
11. Document Delivery Services
12. Newspaper clipping Service
13. Inter-Library Loan.
14. Read For Gold.
15. Book of the week
16. Article of the week
17. Books on request
18. Earn While You Learn Programme

1.9.2 Hostels (No. of rooms/No. of students accommodated/ Area in sq.m)

The College has five hostels for students; three for girls and two for boys. The College also provides boarding and lodging facilities to its staff – both ladies and gents.

Sl No.	Name of the hostel	No. of Rooms	No. of Occupants	Total Area Sq.M
1	Amala Hostel (Ladies)	28	127	3025
2	S.H. Hostel (Ladies)	56	275	4025
3.	Marian Hostel (Ladies)	38	105	2966
4.	Mary Knoll Hostel (PG-Men)	143	342	7301
5	Paul Iby Hostel (UG-Men)	59	249	3018
6	Guest House	14	35	639
7	Staff Quarters	6 Flats 2BHK 3 Flats 1BHK	9 families	675
8	Single Staff Accommodation	17 rooms	34	195
	Total	370	1176	21844

1.9.3 Playgrounds /Indoor Courts/Gymnasiums

Facilities	Numbers
Basketball Court Outdoor	1
Basketball Court Indoor	1
Badminton Indoor Court	6
Gymnasiums& Fitness Centre	5
Table Tennis	5
Play ground with Football Court, Athletic Track, and Cricket Pitch	1
Volleyball Court	1
Tennis Court	1

1.9.4 Auditoriums and Seminar Halls (Area and Number)

The College has an auditorium which can accommodate 750 persons. Sufficient movable plastic chairs are provided in the auditorium. It is equipped with Dolby woofer sound system, stage curtains, accessories etc.

The College also has a fully functional open-air amphitheater auditorium which can accommodate more than 1500 students. This theater has become the centre of attraction on the campus for its multipurpose usage.

The College has 5 seminar halls.

Sl No.	Description	Seating Capacity	Facilities
1	Seminar/Conference Hall in Admin block	250	Sound system, LCD projector, Motorised screen.
2	Seminar/Conference Hall in Academic block	60	Video conferencing facility,

			Digital Dolby System, LCD projector,
3	Seminar/Conference Hall in New block	300	LCD projector, Integrated Sound system
4	2 nd Seminar/Conference Hall in the new block	120	LCD projectors, Amphitheater style.
5	Discussion room in Library	15	LCD Projector, TV

1.9.5 Language Lab

Language Lab has 34 multimedia computers connected to a main server. The software for the lab was developed internally by our staff members. It has a total database of 542 audio and 105 video titles. The lab can be used to test and train listening and speaking skills in English, French and German languages. The trainer is able to supervise and test the learning of the students from his/her terminal.

1.9.1 Laboratories at Marian

UG Computer Lab

The computer lab has 85 networked systems and a colour scanner. After regular class hours, this space is made available for the students to prepare presentation slides, access internet resources etc. The lab functions from 9 am to 10 pm. No charges are levied for the services provided by the lab.

PG Lab

The PG Lab is made available to the PG students round the clock. There are 62 systems in this lab with access to internet connectivity.

Internal Examination Lab

A new computer lab is added exclusively for the conduct of online continuous assessment of students in both UG and PG. The examination lab has 60 computer systems with internet connectivity.

Hardware Lab

A hardware lab is set up with computer systems with the intention of giving students a hands-on experience on assembling and dealing with computer troubleshooting. This enables the students to gain more confidence in working with computers.

Food Production Lab

Food Production Lab for MMH programme is provided with 16 workstations and kitchen tables that can train 32 students at a time. The Department has restaurant, front office, housekeeping training and bar counter training. Students wear special chef uniforms during lab hours.

Entrepreneurship Experimental Labs

C-Mart, MI³ for entrepreneurship development, Food Production Lab, Marian SMART Community production lab

1.9.2 Other infrastructure facilities

Technology Enabled Learning Spaces (TELS)

Smart Class Rooms

All the U G & P G classrooms are smart class rooms and have a capacity to accommodate up to 60 students. The class rooms have Notice Boards, Lecture Stand, Cupboard, LCD ceiling mount projector and 10x6 inches screen for projection, Uninterrupted Power Supply from the centralized UPS, wooden tables, Talent Display Board, Resource stand (BSW), Centralized Public Announcement System, black board, whiteboard, PA system and PVC/wooden chairs. PG classrooms are furnished with comfortable cushioned chairs and ergonomic wooden/portable metallic glass (individual) tables.

Wi-Fi campus

The College campus and hostels have 24x7 Wi-Fi connectivity. This along with the salubrious climatic conditions of Kuttikkanam facilitates learning in all spaces available on the campus.

Software Engineering Zone -SEZ (Laptop Lab)

The Laptop Lab is a space provided to the students of MCA to work on certification programme, add-on programme and students' software projects. The space provides

access to internet with a Wi-Fi access point. Ergonomic chairs and tables are provided with sufficient plug points to charge the laptops while working. The space is sufficient to accommodate 60 students.

1.10 Academic Programmes

Government Aided Programmes

	Programme	Strength
i.	Bachelor of Computer Application (BCA)	60
ii.	Bachelor of Business Administration (BBA)	60
iii.	Bachelor of Commerce (B.Com)	60
iv.	Bachelor of Social Work(BSW)	24
v.	Master of Management in Hospitality (MMH)	25
vi.	Master of Commerce (M.Com)	15

Self- Financing Programmes

	Programme	Strength
i.	BA Applied Economics	30
ii.	Bachelor of Commerce (B.Com)	50
iii.	BA Communicative English	40
iv.	B.Sc Mathematics	30
v.	Bachelor of Social Work	40
vi.	Master of Social Work	30
vii.	Master of Commerce (M.Com)	30
viii.	Master of Computer Application (MCA Regular)	60
ix.	Master of Computer Applications (MCA Lateral)	60
x.	MA in Communication and Media Studies (MCMS)	40

xi.	M.Phil in Social Work	NA
xii.	PhD in Social Work	NA
xiii.	PhD in Commerce	NA

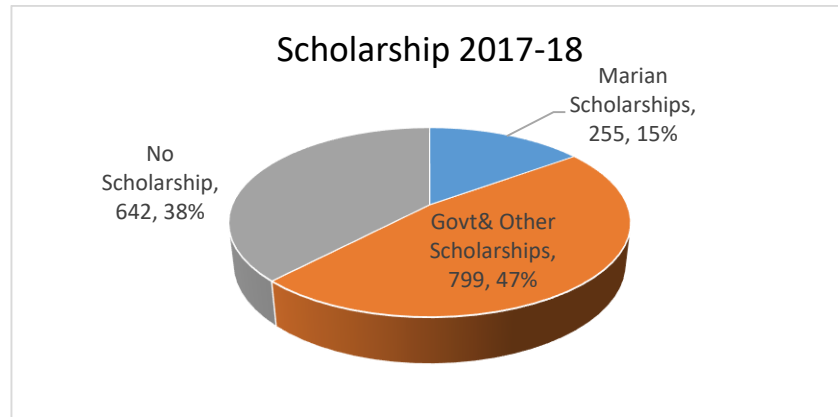
1.11 Composition of Students

The College has reserved 20% of its seats to SC & ST students. 10% of its seats are also reserved for students from minority community. However, for the remaining seats in the College students come from far and near. The College is happy to state that more than 50% of our students are girls. The College has three hostels to accommodate girl students. More than 70% of our students stay in hostels

1.12 Scholarships and Free-ships

Marian has a separate department for scholarship and student support. Since admission to students is based on their merit in the qualifying examination and also reservation norms of the state large number of SEBC students get admitted and they are liberally supported through scholarships and free-ships by the College. The College has six different scholarship schemes to support financially weak students. Last year about 255 students benefited out of scholarships given from the college. The total scholarship outlay was Rs 2370671

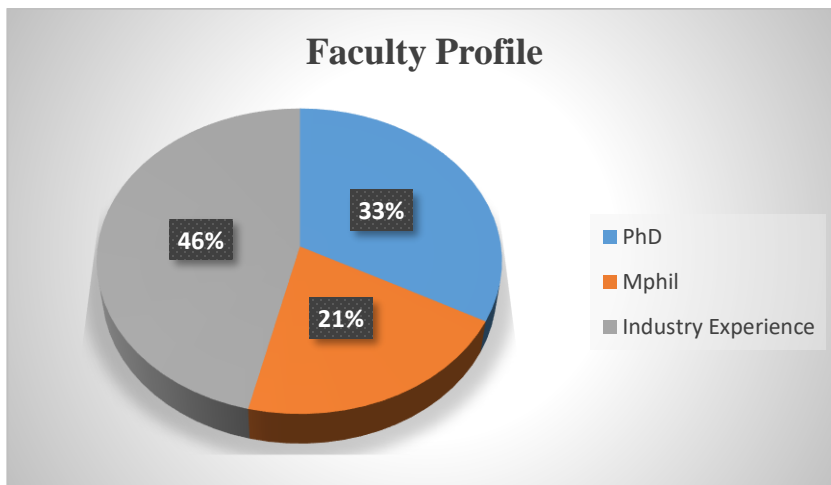
In addition to giving scholarships from own funds and generous contributions by philanthropists, the department Scholarship and Student Support encourages and support students to apply for Government, NGO, Welfare Board etc. scholarships. In the academic year 2017-18 alone 1014 students were benefited out such scholarship schemes.



1.13 Faculty strength

The existing faculty strength for the academic year 2018-19 is given below

Gender	Teaching	
	Regular	Adjunct
Male	62	7
Female	39	4
Total	112	



2 RUSA PROPOSAL: NEW INFRASTRUCTURE, EQUIPMENT AND FACILITIES

Marian is comparatively young institution of 24 years old. The initial attention of the Board of Governance of the college was to provide inimitable academic infrastructure and also to build decent hostel facilities for girls and boys. Hence, only less investments were made to some of the essential ancillary facilities. Now the college proposes to construct building space for Multi Gym.

2.1 Proposed Financial Outlay Summary

Item	Category	Total Budget	Total Plinth Area
Sports Facility: Multi Gym	New Equipment/ Facilities/construction	1,50,47250	629 m ²
Allocated amount from RUSA		1,50,00000	

2.2 Sports Facility: Multi Gym – New Construction

The old adage ‘health is wealth’ is more relevant today. Life style diseases are on the increase in the Indian society. Hence the young generation should be trained to do physical exercise. This is all the more important to Marian since majority of its students are hostellers.

2.2.1 Justification for the proposal

- The geographical condition of Kuttikkanam with rain and mist, has limitation for outdoor sports and games activities in many months.
- The heavy wind in the region for more than six months a year make it impossible to have many outdoor games like shuttle badminton, volley ball etc. during those months

- Most of the students are staying the hostels attached to the college and have free time in the evening. Hence, along with the indoor and outdoor games, gymnasium facilities are also highly essential.

To cater to the physical fitness needs of the students of the College we need to establish a Multi Gym with 16 stations. To meet the growing physical fitness needs and requirements of the students, we propose to install a Multi Gym for the boys and girls adjacent to the proposed common room and canteen. There will be a warm-up area in the in the same floor.

The budget for the proposed Multi Gym proposed is 150.43 lakhs. The construction is entrusted to Kerala State Housing Board- Kottayam Office. The details of the proposal is given as annexure at the end.

3 PROPOSED STRATEGIC PLAN

Proposed strategic plan is divided into Part one and two – Academic and Governance. The academic plan primarily deals with faculty recruitment, improving the student teacher ratio, enhancing research contribution of the institution, recognizing and motivating fast learners and the meritorious etc. The strategic plan in governance takes care of infrastructure development plan, accreditation plans and marketing of the college, governance issues and safe guarding interest of all stake holders without clash, implementing transparency and accountability in managing the institution etc.

PART ONE STRATEGIC ACADEMIC PLAN

3.1 New Academic Programmes Proposed

Most of the programmes offered by the college at present are in Humanities and Commerce Faculty. Hence we look forward to having a judicious mix of in Science and Faculty with linkages with Foreign Universities of high repute. Marian looks forward to becoming a University within the shortest time possible with academic credibility and excellence. Hence the following programmes are proposed.

Year	Name of the Programme	Intake
2019	MSc Physics – Integrated	50 students per year
	BA Sociology	
2020	BBA in Agriculture & Food value Chains	
	M.Sc Statistics	

3.2 Faculty Development Policy

The faculty development policy has three important aspects.

- a) Select the best faculty available
- b) Train the faculty on a regular basis
- c) Get the support from experts and invite them as guest or adjunct faculty

Therefore, the following are proposals for spending the funds

ITEM	DESCRIPTION	EXPENSES (LAKS)
Marian Institute for innovative Teaching Learning and Evaluation (MITLE)	Train the teachers of the college and that of the mentoring intuitions on modern technologies of teaching.	20
Curriculum Development and Training	Training on curriculum enrichment and syllabus revision Train the teachers on setting evaluations based on outcomes stated for the course and programme	5
Faculty honorarium (Adjunct, Guest, Industry, Foreign, Visiting etc.	Includes TA, DA for foreign and Indian Faculty members. Faculty members may be invited from academic and Industry	44
Total		69

The college has the policy of recruiting regular faculty as per the qualifications, norms and work load as specified by the UGC and Mahatma Gandhi University to which the college is affiliated. The vacancies in faculty positions are widely advertised through national media and through social media. However, to engage sessions in cutting edge areas of each discipline, the college has given autonomy to departments to invite experts from industry and academia as adjunct faculty.

3.2.1 Plans to achieve 1: 10 Faculty Students Ratio

The present number of students is 1850 and the number of faculty is 112 and the faculty student ratio is 1: 16. The plan of the college is to enhance the existing faculty student ratio of 1: 16 to 1: 10. The college has a long established practice of making budgetary allocations for invited lecturers from industry experts/ professionals for all teaching departments every year. This amount is also used to offer domain specific and soft skill training to students.

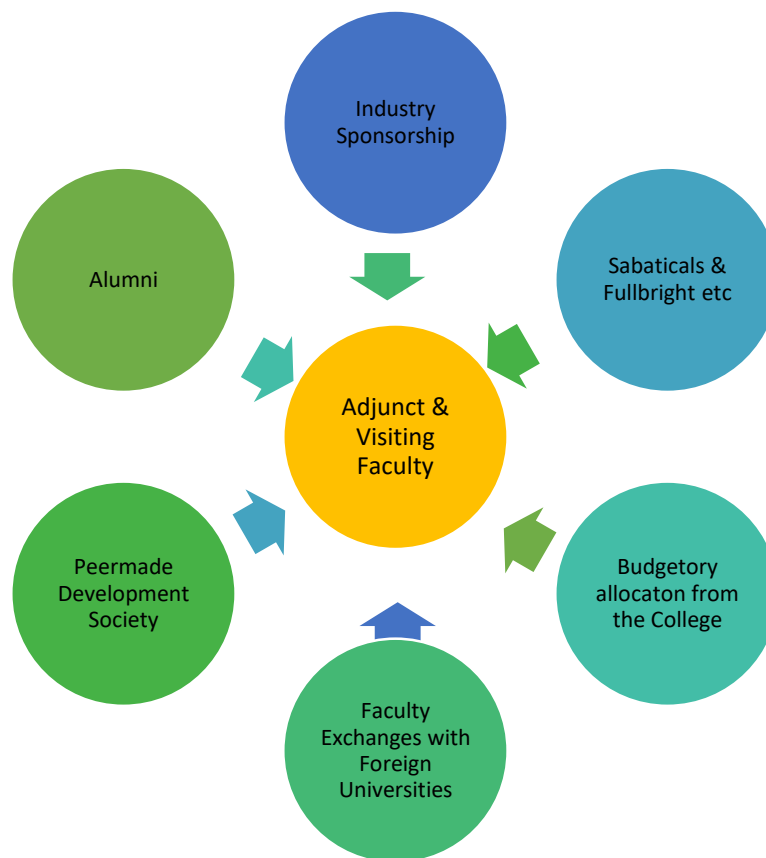
3.2.2 Reaching 1:10 Faculty Student Ratio in Five Years

Years	No of students	Faculty	Adjunct faculty	Visiting faculty from foreign universities	Faculty student ratio
2018-19	1,850	112	24	-	1: 13
2019-20	1,950	119	29	-	1: 13
2020-21	2,150	131	33	20	1: 11
2021-22	2,350	142	36	35	1: 11
2022-23	2,450	148	37	50	1: 10

Proposal to recruit faculty from industry, Government, Non-profit organization and foreign Countries

- The college has the support of a strong alumni working in prominent positions in India and abroad. The skill and knowledge of the alumni is harnessed to enrich the learning experience of the present students. They also help us to establish linkages with experts in the respective domains, tie ups with industry, government, non-government organizations etc.

- The college has signed MoUs with foreign universities/educational institutions and there are faculties from these universities/institutes visiting the college through faculty exchange programmes.
- The college is sponsored by Peermade Development Society (PDS) which is a prominent NGO aims at the sustainable development of the tribals, rural poor, marginal farmers, women and children through developing various indigenous, community based and people participatory developmental programmes. PDS supports the college in identifying and obtaining the services of experts from government, non-profit organizations.



3.2.3 Sustainability Plans for the next five to ten years

- The strategy for the next five to ten years is to strengthen alumni support with the help of alumni associations. Alumni meetings are conducted every year to keep strong relationship with alumni. This will reduce the financial burden of obtaining the services of experts.
- The college has built good boarding and lodging facilities on campus and also provides conveyance facilities which reduce the cost of obtaining the service of experts.
- MoUs with foreign universities contain specific clauses which limits the expense of the college to food and accommodation only for obtaining the service of foreign faculty on a mutual basis.

3.3 Research promotion

Marian has envisaged research promotion through three distinct activities. They are: (i) Establish research centres (ii) Foster research among faculty members (iii) Collaborate with great institutions within and outside our country. The total estimated budget for promotion research and establishing linkages is 164 lakhs whereas from RUSA only 160 lakhs are allocated. The three areas coming under research promotion are explained below.

3.3.1 Establishing Research Centres

Considering the regional, national and global challenges, the college proposes to establish the following research centres.

3.3.1.1 *Centre for the Study of Sustainable and Inclusive Development (CSSID)*

Our national and regional Development policies, programs and process often leave out populations in the margins. To become relevant in the communities in and around, this centre continuously explore exclusions of all sorts. This centre will facilitate as well as conduct research studies in those avenues and advocate for inclusive policies, programs and practices. Further, CSSID intent to be a resource pool for teachers, researchers and students for carrying out studies in development policies and inclusive practices. One full time senior researcher will be appointed for coordinating and carrying out research

activities of this centre. Seminars and conferences will be organized independently or jointly with interested stakeholders from India and abroad.

3.3.1.2 Research Centre for Data Analytics (RCDA)

Data analytics is an emerging area of research and this is the base of machine learning and artificial intelligence. It is predicted that these technologies are going to critical in future higher education learning programs. Marian intent to invest in these areas and establish a resource centre for further research, documentation and knowledge sharing. RCDA intent to be a resource pool for teachers, researchers and students for carrying out studies in data analytics. One full time senior researcher will be appointed for coordinating and carrying out research activities of the centre. Seminars and conferences will be organized independently or jointly with interested stakeholders.

3.3.1.3 Centre for Rural Innovations and Indigenous Knowledge (CRIIK)

Marian College Kuttikkanam (MCK) is located in a rural setting and this research centre will identify, facilitate studies, document and promote indigenous technologies and knowledge. A website will be hosted to disseminate these knowledge and sustainable practices. CRIIK to be developed into a resource pool for teachers, researchers and students for carrying out studies. Research collaborations will be established with Peermade Development Society. A full time researcher will be appointed for coordinating and carrying out research activities. Seminars and conferences will be organized periodically either independently or jointly with interested stakeholders.

3.3.1.4 Centre for the Study of Eastern Culture and Religious Thought (CECRT)

East and West are not only geographically different but also have their unique identities in terms of civilization and philosophy. Hence the intense study and deeper understanding and appreciation of philosophy/religions of the East will certainly contribute to fostering peace and unity globally. It will also help the human kind establish a profound relationship with the nature and environment. The primary aim of the Centre is to promote a comparative understanding of major religions, thereby fostering communal harmony based on equal reverence for all faiths. CECRT will serve

as a platform for continuous religious dialogue, discussion, research and dissemination and will facilitate the cross fertilization of the philosophies and world vision of different religions. Seminars and conferences will be organized independently or jointly with interested stakeholders. A full time researcher will be appointed for coordinating and carrying out research activities.

3.3.1.5 *Estimated Expense*

The estimated expense is calculated for all research centres. There are six research centres being newly instituted. Hence the unit price is multiplied by six to calculate total amount.

No	Expenditure Heads	Total Amount (Lakhs)
1	Arrangement of Physical facilities like Rooms, Furnishing, Purchase of Computers, Chairs	12
2	Salary for Sr. Research coordinators and other staff members	30
3	Scholarships, seed money, Incentives for research publications etc.	10
4	Seminar/workshops/ conferences	18
5	Establishing networks with organisations	5
6	Promoting rural innovations to convert them into entrepreneurial models	10
7	Travel, stationary, Miscellaneous	17
8	Books, reports, journals, video audio production, documentation etc	13
	Total	115

3.3.1.6 Sustainability Plan

Within 5 years, the Research centres will be well established and will be able to generate revenue through research projects, evaluative studies and by offering value added courses in their respective domain.

3.3.2 Promoting research among faculty members

The faculty members in Marian should be encouraged and supported for research. At present there are more than hundred regular faculty members in the college. Almost 20% of our faculty members have Phd. The following are the proposals for promotion research among faculty members.

3.3.2.1 Conduct of Research methodology workshops/seminars

The college will conduct several research methodology workshops in quantitative, qualitative and mixed method researches. Workshops will also be conducted on PRA techniques.

3.3.2.2 Participation in workshops/seminars/conferences

Faculty members and PG/MPhil/ Research students will be encouraged and supported to participate in conferences, seminars and workshops conducted in their areas of study or research.

3.3.2.3 Incentives for publications

Faculty members and students will be granted incentive payments for their publications in national and international journals of repute and recognized by UGC or other competent bodies.

3.3.2.4 Estimated expense

	ITEM	AMOUNT (LAKHS)
1	Conduct of Research methodology workshops/seminars	15
2	Participation in workshops/seminars/conferences	9

3	Incentives for publications	5
4	Subscription to relevant databases, books, journals and other resource materials	4
	Total	33

3.4 Linkages with Foreign Universities for Teaching and Research

Several academic linkages are already initiated by the College, a few of them formalized with Memorandum of Understanding. Faculty Exchange program with such foreign Universities like Utah and Ryerson is facilitated by the college. Presently the college has established linkages with the following International Institutions to provide opportunities for student and faculty exchange, curriculum development, credit transfer facility for Marian students. We are planning to facilitate direct student interaction with the student and faculty of these universities in the near future providing a global exposure to all our students. Following are the Universities with Marian is already associated.

Universities	Ranking/ Accreditations
The University of Utah, USA	<ul style="list-style-type: none"> Ranked 47th in the U.S. and 87th in the world in the 2014 Academic Ranking of World Universities.
The University of Texas at Arlington, USA	<ul style="list-style-type: none"> UTA was awarded R-1: Doctoral Universities—Highest Research Activity designation by the Carnegie Classification of Institutions of Higher Education, Is in the elite group of 115 institutions, including Harvard, MIT, and Johns Hopkins. U.S. News & World Report ranked UTA fifth among national universities for undergraduate ethnic diversity in 2018.

	<ul style="list-style-type: none"> • UTA is No. 9 on Great Value Colleges' 2017-18 ranking of the "50 Best Colleges for Adult Education." • Forbes ranked UTA No. 191 on its 2018 Best Value Colleges list.
Rust College, Mississippi, USA	<ul style="list-style-type: none"> • Rust College is accredited by the Southern Association of Colleges and Schools - Commission on Colleges to award Associate and Baccalaureate degrees.
Ryerson University, Toronto, Canada	<ul style="list-style-type: none"> • At Ryerson, researchers combine excellence and relevance to advance prosperity and quality of life in Canada. Home to a number of leading interdisciplinary research centres and institutes, Ryerson offers its partners world-class expertise and resources.
Royal Roads University, Canada	<ul style="list-style-type: none"> • In 2010 RRU became the first university in Canada to participate in the Sustainability Tracking and Rating System (STARS) with Gold rating in 2014.
The Catholic University of Paderborn, Germany	<ul style="list-style-type: none"> • The Catholic University of Applied Sciences conducts important research in the fields of social services, health science, social psychiatry, gender, transculturalism, ageing and disability.
Baekseok University, South Korea	<ul style="list-style-type: none"> • Selected as an excellent university of 2003 in specialization by the Education and Human Resources Ministry South Korea.

3.4.1 Linkages for Teaching, Learning and Evaluation

The college has already adapted many innovative pedagogy in teaching-learning and evaluation processes and have been effective in utilizing Moodle LMS in most of our courses. Now, we are in the process of experimenting with the latest IT enabled transactional platforms like Augmented Reality Learning, Gamified Learning and Simulated Learning. The College has made initial level of discussions with Hong Kong Baptist University (HKBU) (which is ranked 277 in QS World University Ranking and

51 in Asian Universities with a score of 35.8) and six other universities around Asia-Pacific region to establish joint ventures to develop IT enabled innovative teaching-learning methods. Under this programme, the college associates with the many reputed Asian Universities on the following two projects:

- Motivating students to learn, engage and share knowledge on Academic Integrity and Ethics (AIE) through Augmented Reality (AR) and mobile technology
- Developing students' multidisciplinary and multicultural competencies through gamified learning and challenge-based collaborative learning

In association with HKBU, the following six Universities partner in this project:

1. Curtin University, Australia (250th in QS world ranking)
2. The Chinese University of Hong Kong (50th in QS world ranking)
3. City University of Hong Kong (55th in QS world ranking)
4. The Polytechnic University of Hong Kong (106th in the QS world ranking)
5. Silliman University, Philippines (350th in QS Asian Universities ranking)
6. Sam Ratulangi University, Indonesia

The main goal of these projects are to nurture students to be more capable of working with people from diverse backgrounds, combining their disciplines of knowledge to tackle current real world issues, through gamified and challenge-based collaborative learning approaches.

By involving in these collaborating projects, Marian students will team-up with students at HKBU and other partner universities. Our students will work on diversified teams and gain more understanding in their discipline using innovative and engaging IT-enabled learning environment. In addition, students will receive online training on teamwork and cultural issues from the professors from participating universities. For research and reporting purposes, the platforms collect relevant data from students which will be evaluated for its effectiveness of the learning platforms.

3.4.2 Detailed Project Plan

Year	Brief Description	Expenditure Heads	Amount (Lakhs)
2018	Establishing Linkages with Hong Kong Baptist University	Workshops, materials honorarium, travel expenses, lodging and boarding, furnishing materials for office etc.	1.2
	Facilitating Marian College students to use AR learning environment and gamified learning environment developed by HKBU, UNESCO and Curtin University	Student and faculty training.	0.3
		Local Hospitality for Hong Kong Delegates	0.5
2019	Establishing linkages with six member Universities in the project from the Asia-Pacific region in collaborative learning in a virtual platform	Consultation meetings with member Universities, joint conferences,	8
	Developing in-house projects in AR learning using students from Marian College	Hardware expenses, Software development	
2020	Establishing an International center for ICT Enabled Innovative Teaching and Holistic Development	Remuneration for staff to develop appropriate materials,	2

2021	Developing Marian College as Nodal Centre for promotion of innovative pedagogy	Training of resource persons, Developing learning resources	2
2022	Promotion of research on innovative pedagogy, effectiveness and student's perception.	Printing, video audio production, stationary, Training Travel	2
Total			16

3.4.3 Sustainability Plan

With the implementation of this project, Marian College Kuttikkanam (MCK) will act as a Resource and Training Centre for ICT enabled innovative teaching-learning pedagogy. Third year onwards the project will be able to generate own funds. The college will be offering training and consultancy in Augmented Reality Learning, Gamified Learning and LMS platforms etc.

PART TWO STRATEGIC GOVERNANCE PLAN

3.5 Administrative Reforms

For the effective functioning of the college there should be effective systems devised. The administrative reforms envisage decentralized leadership. HoDs should be given more roles in the administration of the college and responsible autonomy in managing the affairs of the department. Therefore assistance of staff to the HoDs also will be necessary. The College also plans to develop an in house Enterprise Management Software for administrative support in collaboration with its sister institution – Amaljyothi College of Engineering Kanjirapally.

3.5.1 Financial outlay

ITEM	AMOUNT (LAKHS)
Administrative support for HoDs (Salaries for support staff and other sundry expenses)	7
Software Development cost, including travel, salaries and other sundry expenses	16
Total	23

3.6 Ensuring Transparency and Accountability

Marian has decentralized decision making style, making all stakeholders accountable for their decisions and activities. Various audit mechanisms such as statutory financial audit, social audit, green audit, energy audit, gender audit which are already in place will be continued. Transparency and accountability will be ensured also through informing the public the following through college website.

- i. Information regarding all the academic programme
- ii. Fees for the programmes
- iii. Details of faculty along with qualification and unique ID
- iv. Admission procedure
- v. Details of relevant infrastructure
- vi. Research activities of the college
- vii. Details of PhD scholars enrolled – date, topic and supervisor

Well written policies and established systems help Marian to ensure accountability and transparency in admissions, faculty selection and financial management.

3.7 Enhancing Students Achievements

The performance of the college in the sports and games and cultural competitions conducted at the University, State and National levels are not significant. Hence there is the need for coaching/ training in sports/games/cultural items. Similarly students performance in different competitive examinations should also be enhanced including PSC and UPSC. Therefore, there shall be different career enhancement trainings conducted on campus.

ITEM	AMOUNT (LAKHS)
<ul style="list-style-type: none"> • Training for SC, ST, OBC and OEC • Scholarships for Socially and/or Economically backward students • Women empower trainings • Career enhancement trainings in soft skills and subject area • Life skills training • Yoga etc 	15
Training in sports and arts	13
Total	28

3.8 Diversity Promotion Plan

Marian has a diversity plan with a focus on equity. There will be a conscious effort to attract faculty members and students from diverse backgrounds. The college will be participating in many international education exhibitions to showcase the academic programmes of the college. Beyond the regular academic programmes students and faculty from outside state and abroad will be invited for short programmes like:

- Semester India Programme
- Services learning,
- Internships and supervised research

- Coop programme
- Knowing Kerala/ India programme
- Practical training in yoga and Indian cooking
- Indian music and art etc.

3.8.1 Estimated expense of the project

	Expenses	Amount (Lakhs)
1	Development of brochures and promotional materials	7
2	Participation in national international exhibitions, visiting institutions etc.	15
3	Networking with NGOs and Consultants, travel, accommodation etc	5
4	Developing short courses	2
5	Advertisements in electronic media and social media, print media and others	11
	Total	40

3.9 Social Engagements

The quality of learning certainly improves when students are familiarized with the society and their hardships of life. The college will conduct many extension activities to support the neighboring village community through their learning. College is situated in one of the ecologically fragile areas in the Western Ghats in Kerala. Hence the college champion the cause of Idukki as an organic farming district in Kerala along the lines of Sikkim state. Beginning from 2018 the college would be organizing large number of extension activities to train and promote organic farming in the district. Green marathons will be organized every year, with the help of Peermade Development Society and Malanad Development Society- two leading national NGOs of the region.

3.9.1.1 The financial outlay

ITEM	AMOUNT (Lakhs)
Social engagements through: <ul style="list-style-type: none"> • Partnering with 5 villages • Swaach Bharath • Promotion of traditional art and culture and facility for performance • Training for farmers/women etc • Researches 	30

3.10 Vision 2020

Constituting a consulting team for transforming Marian College Kuttikkanam into SAHYADRI UNIVERSITY. The University will have different schools with independent building for class rooms, research centers, faculty room etc. spread over 200 acres of ecofriendly campus. The building will be eco-esthetically designed with minimum damage to nature.

3.11 International Accreditation

Sahyadri University is committed to highest level of quality in higher education. Hence it will try to obtain accreditations/ ranking such as QS Asia Ranking, Times Asia Ranking, UNI Asia ranking etc in the initially. Progressively the University will strive to achieve world rankings. Road map for achieving the above is as follows.



4 MASTER PLAN – VISION 2023

	2018	2019	2020	2021	2022	2023
January		New auditorium -Beginning.	Constitute a Strategic Consulting Team for University	Promote Idukki as a complete organic cultivation District in Kerala		Phase II Construction of stadium
February		Cluster formation of colleges & Mentoring	Centre for teaching and learning	Approval for Sahyadri University		Facility for senior living of professionals
March		Offer MOOC Courses, Opening higher education portal for public				Museum of Science and Industry
April			NIRF below 50 ranking	Addition to library building	NIRF below 25	
May		Starting the Silver Jubilee Celebrations	Apply for University Status,			Amphi theatre
June	Library renovation completed	MSc Physics Integrated, BA Sociology	BBA in Agro farming and Value Chain, MSc Statistics	Construction of the Administrative block	Establishment of University, New Academic Programmes	
July	Construction of Multi-gym, Cafeteria, Common room, Establishment of Fund Generation Policy	Completion of the new ground & track	Purchase of additional 200 acres land			
August	Lab and Studio upgradation, Completion of new Academic Building, Online news portal for public, Commissioning 100KV solar energy park	Starting the Silver Jubilee Celebrations	New girls hostel, International students' centre	Submission of detailed drawing for various building	Academic staff college	
September	Renovation of academic building, Construction of new toilet block, Campus development	New staff quarters, Community radio station	Completion of Auditorium, Staff quarters, Internal students hostel	Finalisation of building plans	Phase I construction of the stadium	
October	Research collaborations for teaching & Learning with 7 Universities in Asia Pacific region	New Academic building	Construction of 400 meters track, Senior living quarters, Water conservation enhancement	Construction buildings with school concept		
November	Establishing 6 research centres, Completing new girls hostels, Green marathon	Green Marathon	Green Marathon		Attempt for Asia Ranking - QS, Time, UNI	Attempt for Asia Ranking - QS, Time, UNI
December	PG & UG diploma and Certificate Programmes					

4.1 Conclusion

India is reckoned as one of the young countries in the world. India's demographic dividend will become demographic disaster if jobs are not created said by Pranab Mukherjee the former President of India. The current demographic deficit could be converted into a demographic dividend only if a conscious, strategic investment made in education and skilling. The current decision to support the private sector through public funding is a laudable decision.

When compared to the developed world, the current Indian higher education system is very young and therefore focused nurturing by the Government is required. The challenges faced by the institutions are numerous and multifaceted in the present highly regulated affiliating system. At least the high performing institutions must be permitted to explore and innovate in academics. Accountability and transparency must be the buzz words that govern academic institutions. Government and Universities should create structures and systems whereby all institutions must be legally bound to publicize exact details of the claims institutions make.

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