



Excellence with a purpose

Vision 2025

.....The Next Decade

A World Class University with potential
for excellence





About BIHER

Bharath Institute of Higher Education and Research, situated in the vibrant city of Chennai, is grounded in the character of a dynamic and forward-looking ambience. BIHER has a well-deserved reputation for creativity, collaboration, and achievement. Supported by innovative, energetic faculty, staff, student, and alumni community, and by a state of the art research infrastructure, we deliver across India widest arrays of academic and professional programs.

The University displays remarkable resilience and a commitment to problem solving, attributes drawn from the outstanding contributions by members of our community from around the world. Our university's unique spirit has transformed the lives of those who have experienced it.

Thirty four years on, our upward trajectory has continued. Considered against an array of measures including research success, student and staff satisfaction, and financial sustainability, the University is delivering its mission and fulfilling its objectives.

Vision 2025 is essentially a reflection of our growing strength in the sustained delivery of our ambition. This updated document restates our core values and maintains the clarity of our mission and principal objectives. Crucially, it is founded on the clear and consistent communication of these issues to all academic and professional units and permeates detailed plans and targets at the operational level.

NO. 1 BHARATH
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
IN INDIA UNIVERSITY



MOST AWARDED UNIVERSITY

Executive Summary

In 2014, Bharath Institute of Higher Education and Research set up a Strategic Planning Committee, and the Board instituted the Strategic Management Project to build up internal capability for change. The project consisted of a series of coordinated interventions to bring about changes in the Institute's direction, structure, interfaces and performance. A strategic plan, outlining recommendations and action plans for implementing the strategy, was drawn up. Subsequently, as part of the planning cycle, the strategic plan has been reviewed and revised at intervals.

The broad goals of Strategic Plan 2025–2030 are an affirmation of BIHER's commitment to excellence in research and education, and the Strategic Plan consequently focuses on these core themes. The Strategic Plan enunciates BIHER's aim of being recognised as a global leader in research and education.

BIHER seeks to attract the best students from diverse backgrounds and offer them an excellent educational experience. It offers more flexibility and choice to the students in the academic programmes, an inviting and stimulating ambience for education and research, and a rich suite of extra- and co-curricular activities. Personality development, life-skills and career planning will be a part of the holistic development.

Strategic Plan 2025-2030 identifies the following broad targets:

- Become a leading technological university, ranked in all disciplines
- Become as renowned for postgraduate education and research as for the flagship undergraduate programme
- Earn the recognition among students and research scholars that BIHER is a 'Happening' campus
- Establish a track record as a creator of new and innovative technologies for industrial and national needs
- Be an institute that is sought for international collaborations leading to exchange of students and faculty and joint degree programmes
- Intensify the involvement of alumni in all aspects of the University's development inter-acting with students, mentoring incubates, contributing resources towards enhancing the facilities and quality of education, collaborating with faculty members in research and development.



BIHER envisions and constantly strives to provide an excellent academic and research ambience for students and members of the faculties to inherit professional competence along with human dignity and values to serve the society at large.

Vision



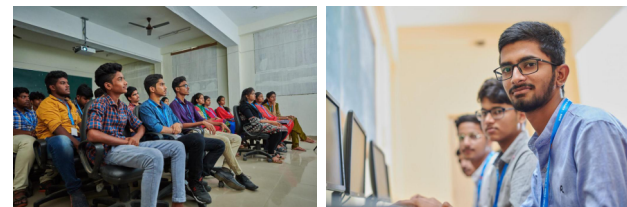
To contribute to a sustainable future by being among the best in the world in areas of special and emerging strengths, through outstanding research, scholarly work that addresses the needs and aspirations of our region and the world, and through exceptional teaching and engagement.


To be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion.

Through 'Transforming India by Transforming Education,' we seek to revive the glory of the ancient Indian education system. By providing an academic ambience, innovative pedagogy of global significance, we prepare our students to succeed in a highly competitive professional environment. Having created a strong international presence, BIHER is poised to become a Centre of Excellence in Academics and Research and be listed among the top universities of the world by 2025.

Mission

Bharath Institute of Higher Education and Research advances the aspirations of the people of the country and beyond through interdisciplinary and collaborative approaches to discovering, teaching, sharing, integrating, preserving, and applying knowledge, to build a knowledge community. An innovative, accessible, and welcoming place for students, educators, and researchers from around the world, we serve the public good by connecting discovery, teaching, and outreach, by promoting diversity and meaningful change, and by preparing students for enriching careers and fulfilling lives as engaged global citizens.





Principles & Values

A belief in principles vital to our institution and a commitment to key values—ways of conducting ourselves—constitute the *raison d'être* of our mission and vision. Bharath Institute of Higher Education and Research community. Believes in the following principles:

- Academic Freedom
- Collaboration
- Commitment to Community
- Different Ways of Knowing, Learning, and Being
- Diversity, Equality, and Human Dignity
- Excellence
- A Healthy Work and Learning Environment
- Innovation, Curiosity, and Creativity
- Openness, Transparency, and Accountability
- Reconciliation
- Sustainability

Principles and Values

Bharath Institute of Higher Education and Research community is committed to acting in accordance with the following values:

- Collegiality
- Fairness and Equitable Treatment
- Inclusiveness
- Integrity, Honesty, and Ethical
- Behaviour
- Respect

There are certain fundamental values shared throughout the higher education sector to which we are committed, including: academic freedom; the pursuit of knowledge and understanding; a sound academic disciplinary base; a methodology based on reason and evidence; social responsibility; and transparency.

In addition, we:

- are committed to excellence
- value diversity
- respond to societal challenges
- accord parity of esteem to research and teaching
- educate for life
- are globally ambitious and regionally rooted
- invest in excellent staff



Background of the Institution

Sri Lakshmi Ammal Educational Trust was established in the year 1984 with the objective of providing higher education in professional courses in South India. Sri Lakshmi Ammal Educational Trust started Bharath Institute of Science and Technology in 1984, Sree Balaji Dental College and Hospital, established in the year 1992, Sree Balaji College of Nursing and Physiotherapy 1994.

In the Year 2002 the MHRD, Government of India on the advice of UGC declared - Bharath Institute of Higher Education and Research as deemed to be university under section 3 of UGC Act 1956) promoted by BIHER society (1995), a separate and dedicated society to run the institution deemed to be University.

Later Sree Balaji Medical College and Hospital was brought under the ambit of BIHER in the Year 2003. In the year 2007 Sri Lakshmi Narayan Institute of Medical Sciences Pudhucherry was established as Off-Campus of BIHER.

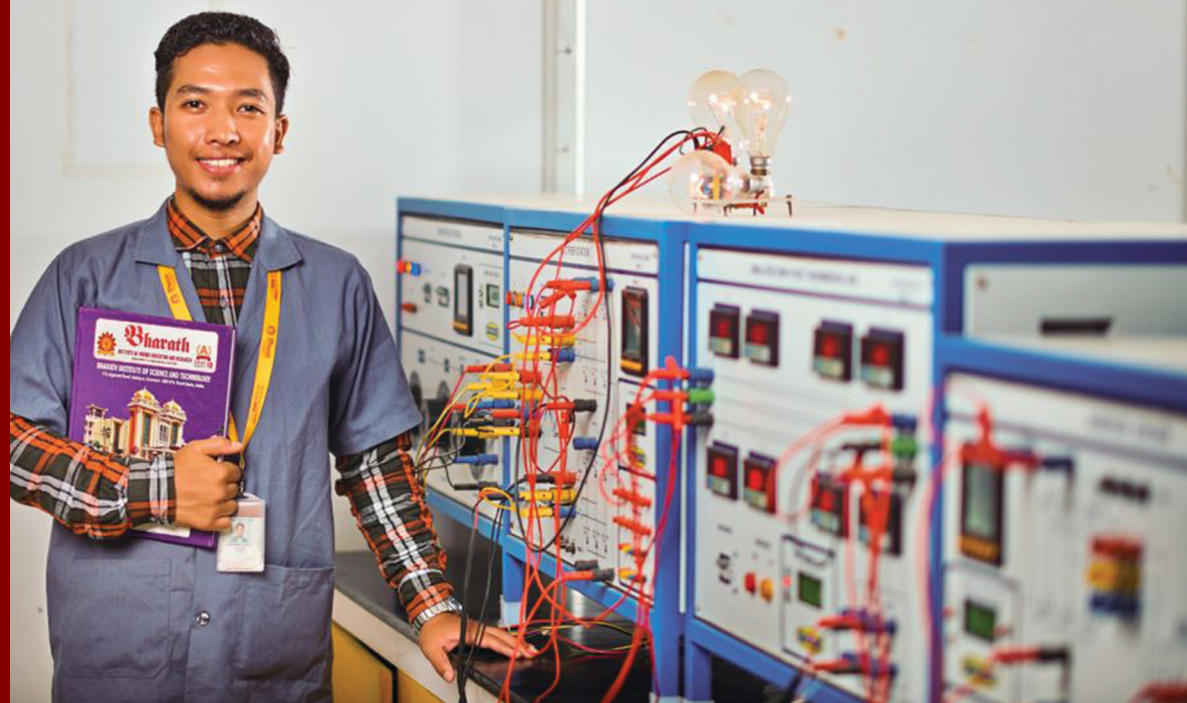
As of today under Bharath Institute of Higher Education and Research, the following Institutions have been established.

Constituent Colleges

- ✦ Sree Balaji Medical College and Hospital, Chennai
- ✦ Bharath Medical College and Hospital, Chennai
- ✦ Sri Lakshmi Narayana Institute of Medical Sciences, Puducherry
- ✦ Sree Balaji Dental College and Hospital, Chennai
- ✦ Bharath Institute of Science and Technology, Chennai
- ✦ Faculty of Pharmacy, SBMCH, Chennai
- ✦ Faculty of Pharmacy, BIST, Chennai
- ✦ Sree Balaji College of Nursing, Chennai
- ✦ Sree Balaji College of Physiotherapy, Chennai
- ✦ Faculty of Law, BIHER, Chennai
- ✦ Faculty of Management, BIHER, Chennai
- ✦ Faculty of Architecture, BIHER, Chennai
- ✦ Faculty of Agriculture, BIHER, Chennai
- ✦ Faculty of Arts and Sciences, BIHER, Chennai
- ✦ Faculty of Nursing

All the Courses conducted are approved by the Concerned Statutory Councils (AICTE/COA/DCI/MCI/INC/IAP/BCI/PCI etc.)





Key Performance Indicators and Targets

KPI 1 Global Standing

Target: To be recognized as one of the 10 leading Universities in the world with 20% of subject areas in the top 20, as measured by our position in international league tables.

KPI 2 Total research grant and contract income

Target: To Double Total Research Grant by 2027 (from a baseline of 2010) league tables.

KPI 3 Quality

Target: To improve the quality of research outputs by 2027. Ensuring that 90% of staff are judged as producing world-leading or internationally excellent research by peer review, through the research excellence frame work or our own exercise, and to ensure that the share of our publications falling in the top 10% of cited papers in their fields is in line with that for the India's top 5 institutions

KPI 4 Doctoral degrees

Target: To increase our post graduate research student-to-staff ratio to be within the top five Indian Institutions and to ensure that at least 90% of students complete on time.

KPI 5 Employability

Target: By 2027, to achieve a positive graduate destination rate of at least 95%

KPI 6 Widening Access

Target: To meet our widening participation targets for recruiting students from low-participation neighborhoods and from lower socio-economic groups.

KPI 7 Social Responsibility

Target: A weighed portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities

KPI 9 Estate

Target: To expand and grow creating unmatched estate space exclusively devoted to education. Disadvantaged), sustainability, and economic and social impact.

KPI 10 Financial outcome

Target: To increase EBITDA as a percentage of income to 10% by 2025 in order to provide cash for investment and strategic priorities.

KPI 12 Management: compliance

Target: A weighted portfolio of measures to include health and safety indicators, enforcement notices and internal compliance processes.

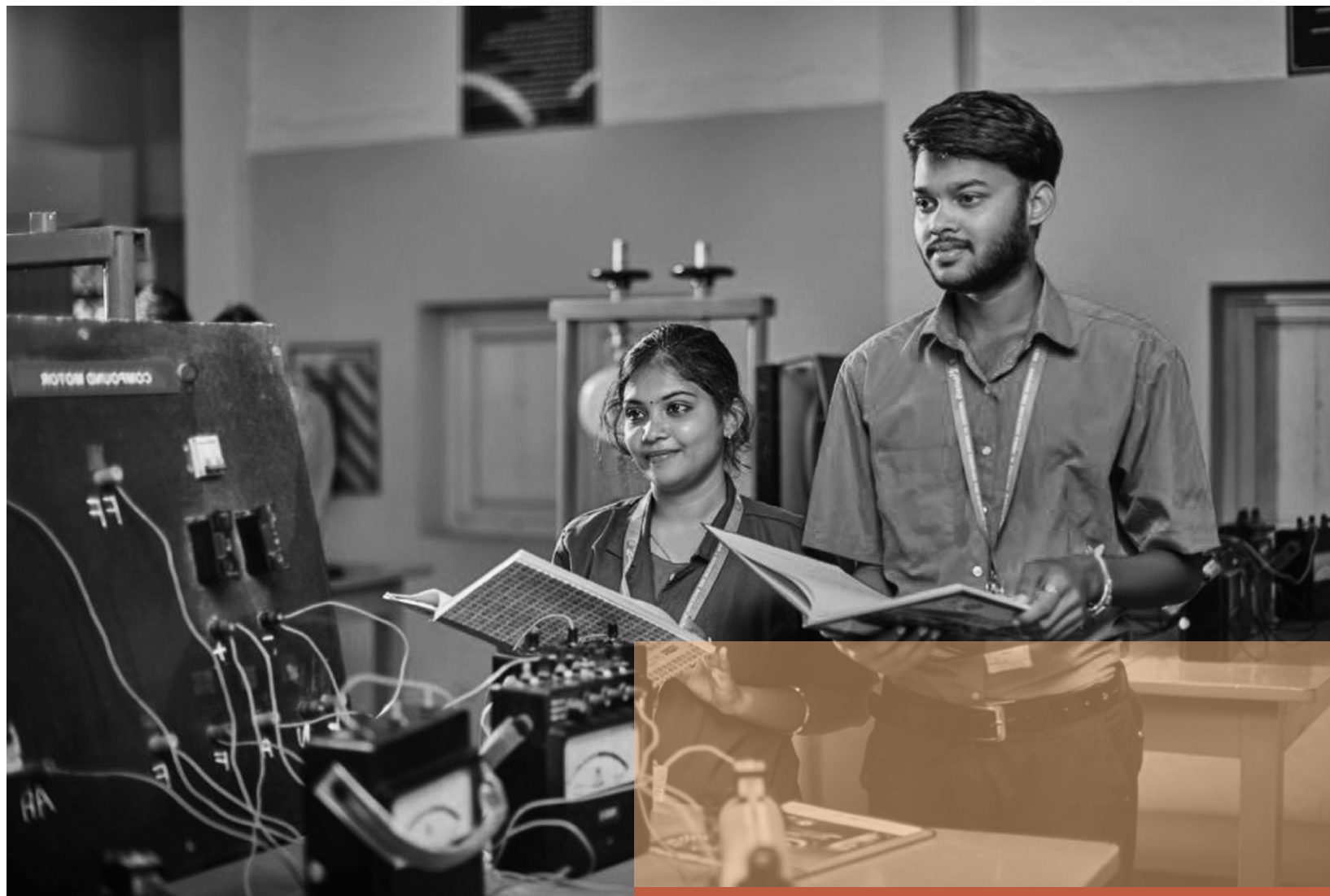
KPI 8 Staff satisfaction

Target: To maintain at least 90% of staff satisfied with working at the University and have at least a 75% response rate to the staff survey. Disadvantaged), sustainability, and economic and social

KPI 11 Reputation: portfolio of measures

Target: A weighed portfolio of measures, including surveys, in depended polling, measures of output (media coverage, web analytics etc) and league tables.





Institutional Objectives & Strategy

The Strategic Plan for the University is articulated through the plans of individual units, which collectively describe how we aim to realise our vision and mission. The implementation of these plans, and our day-to-day operations, are rooted in our principles and values. We unpack the vision and mission into a number of institutional objectives, categorised in terms of our core functions, core structures and corporate activities. The Strategic Plan articulates the strategies we follow to achieve these objectives. Each strategy, in turn, cascades down to more detailed goals and targets.

The 2025 Strategic Vision is driven by four strategic initiatives and goals.

1. Achieving educational excellence (curricular & co-curricular).
2. Strengthening the human and financial resources of the University.
3. Heightening reputation, visibility, and prominence.
4. Enhancing appropriate, quality campus facilities and technologies.

Thus, Bharath Institute of Higher Education and Research (BIHER) is a multi-stream and multi-cultural university, providing high quality education to nearly 20000 students from around the world. It is functioning in a sprawling area of 305 acres of land located in 4 Campuses both in Tamil Nadu and Pudhucherry with the state of the art infrastructure facilities.

Core Function Objectives

Our overall institutional objectives are defined in terms of our three core functions: research and innovation; learning, teaching and the wider student experience; and engagement and internationalisation.

Research and Innovation

Our overall objective is to be a world-class research intensive university.

Under this heading we group objectives regarding the classic conception of blue-sky research, the idea of research responding to societal needs and challenges, the promotion of an interdisciplinary approach in doing so, the application and commercialisation of research, and the broad ideas of innovation and entrepreneurship, including the engagement from our research base with business and industry. Our Research and Innovation Strategy specifies the following objectives:

- to perform high-quality research that is internationally recognised.
- to provide a high-quality environment for students and staff
- to develop an innovation culture embedded throughout the University

Learning, Teaching and the Wider Student Experience

Our learning and teaching philosophy is based on the concept of education for life. By that we mean two things: providing knowledge and understanding that will last a lifetime, and providing knowledge and experience relevant to life and the world around us. Students are at the centre of the learning experience, and their feedback lies at the heart of our future strategy. Our students are encouraged to be active educational citizens, sharing ownership of their learning experience and becoming a member of a lifelong network of alumni. In addition to an excellent education, informed by leading edge research and scholarship, we provide a wide variety of enterprise and volunteering activities, student societies and an active presence in recreational and competitive sport. As a research-intensive university we recognise and value the importance of our postgraduate student community. Educating high-quality research students is vital not only to replenishing the academic base, but also to maintaining the flow of graduates to strengthen our regional, national, and global knowledge economy. We value our international students for their contribution to the University and the diversity of backgrounds and ideas they bring.

Our Learning, Teaching and Student Experience Strategy specifies the following objectives:

- to deliver and promote teaching of the highest standard
- to facilitate and support student learning and achievement
- to support development of employability skills for national and global markets
- to provide programmes and services that meet relevant accreditation and quality standards
- to deliver a fully rounded, enjoyable and formative student experience

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Engagement and Internationalisation

As a world-class civic university, our engagement activities are based on co-enquiry, mutual benefit, shared learning and reciprocity. They are grounded in our academic expertise and experience and all of our academic units are expected to build up an engagement portfolio based on research and teaching activities. The Societal Challenge Themes help us to make a difference by articulating our research interests with the wider society. Our alumni play a key role in furthering our engagement activity.

Our Engagement Strategy specifies the following objectives:

- To develop the public understanding of BIHER as a world-class university
- To attain national and international recognition for the University as a leading institution
- To develop and maintain good relations with stakeholders, alumni and the wider public

Our Internationalisation Strategy specifies the following objectives:

Internationalisation abroad

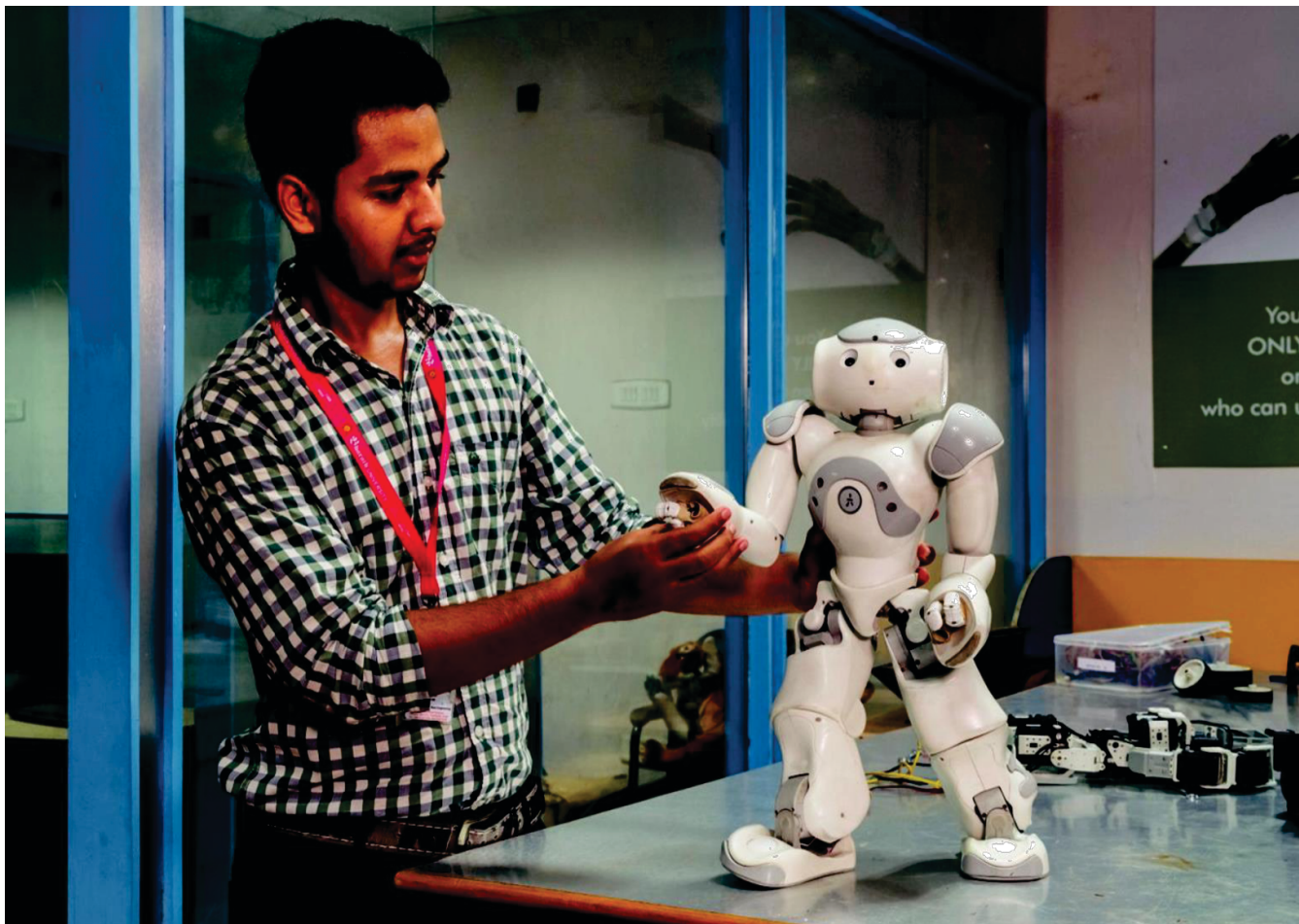
- to develop and sustain a number of high-quality in-country operations and partnerships to deliver
- excellence in teaching, training, engagement and research
- to promote international collaborations to ensure that our research remains at the forefront of world developments
- to develop a cohort of high-quality partner universities abroad that share our vision
- Internationalisation at home
- to recruit and retain strong and diverse cohorts of high quality international staff and students
- to develop and maintain international opportunities for staff and students
- to attract the highest-quality international researchers to BIHER for research collaborations

The Faculties

All our academic work is carried out within the faculties, and more particularly within the academic units making up the faculties. This is where the academics work, and the students study. The faculties are operational and managerial entities, whereas the core functions have an institution-wide co-ordinating role. While we articulate our institutional goals in terms of the three core functions, we carry them out within our academic units. It is vital that the work done within the faculties meshes with our institutional objectives. Accordingly, each faculty has its own strategic plan on how to support and attain our institutional goals in the context of its own disciplinary clusters.

The Faculties jointly subscribe to the following core strategic objectives:

- To achieve and sustain research excellence
- To deliver a high-quality student experience on all programmes
- To strengthen and deepen our international activities and reputation
- To expand international student recruitment
- To establish a lifelong engagement with our alumni
- To increase partnerships with companies through collaboration based on skills, know-how and inventions to contribute to BIHER
- To sustain a vibrant range of professionally accredited, research-informed, undergraduate and postgraduate programmes



Enabling Objectives

We do not regard the University in the first place as a business, because our primary motive is not profit but academic excellence. However, we endeavour to be business-like in our activities in order to attain our academic goals. Our business-like approach requires focus on the following issues, for which we identify specific objectives and operational actions and performance measures.

These are:

- Digital campus
- Environmental sustainability
- Finance
- Human resources
- Public relations
- Student recruitment

Strategic Initiative I: Achieving Educational Excellence Goal 1

Develop best practices to improve educational effectiveness.

Objectives:

1. Implement the BIHER Experience throughout the curriculum and co-curriculum, across degrees, programs and campuses.
2. Connect the BIHER's core values across curriculum and co-curriculum.

Goal 2

Offer distinctive academic and co-curriculum programs.

Objectives:

1. Assess community needs and the implementation process for academic programs in:
 - a. Healthcare Services.
 - b. Sustainable Resources, associated with water and energy.
 - c. Small Business Development and Entrepreneurship.

Goal 3

Create more Centers of Excellence to meet the evolving national and global needs.

Objectives:

1. Create more Centers based on areas of institutional strength where faculty teaching, scholarship, and community engagement are brought together with external and community-based initiatives to address regional, national, and global challenges.
2. Each Center of Excellence provides additional support for disciplinary and inter-disciplinary research and scholarship.
3. Centers of Excellence provide learning and cooperative opportunities to the members of communities served by the University who may not be seeking educational degrees, and are interested in professional development and/or scholarly activities.

Goal 4

Ensure all BIHER's campuses meet the University's mission.

Objectives:

1. Implement a consistent and uniform assessment process.
2. Engage with respective regions by serving their workforce and community needs.
3. Promote the role of diversity and inclusion University.



Goal 5

Promote an inclusive campus climate to attract and retain diverse students, faculty and staff.

Objectives: Achieve a university composition that reflects the diversity of the nation.

Goal 6

Offer non-degree programs to meet the needs of the community.

Objectives:

1. Develop non-degree, non-credit learning opportunities that promote the mission and values of the University for members of the communities served by the University.
2. Develop alternative revenue sources that help to reduce the University's dependence on degree program tuition revenue.
3. Provide alternative venues to share the talents and skills of the University's faculty with the broader community.

Goal 7

Deliver courses face-to-face, hybrid or online to achieve excellence in student learning.

Objectives:

1. Develop an organizational model that supports systematic and collaborative online delivery, where appropriate.
2. Develop a technology-supported learning environment to enhance student learning and faculty research and development.

Strategic Initiative II: Strengthening Human and Financial Resources



Opening Statement: BIHER seeks to meet its campus and student needs through responsible financial management and by creating a supportive and inclusive environment for its employees. The University will enhance its long term market position and strengthen its financial stability by decreasing its dependence on tuition revenue while meeting institutional priorities.

Goal 1

Achieve greater financial strength and stability.

Objectives:

1. Institute annual goals for endowment growth.
2. Manage student financial assistance by strategically leveraging institutional aid to students and increasing endowed scholarship funding.
3. Ensure budgetary discipline through a multi-year budgeting process based on performance measurements that support the University's 2030 Strategic Vision.
4. Implement additional infrastructure efficiencies that contributes to knowledge delivery.

Goal 2

Implement an equitable employee compensation plan.

Objectives:

1. Implement an appropriate performance-based compensation model for University employees.
2. Develop and implement competitive compensation plans that enable the University to hire and retain qualified faculty and staff.
3. Provide a competitive benefit plan aligned with University's compensation philosophy.

Goal 3

Achieve a culture of inclusivity, accountability, and high performance.

Objectives:

1. Develop and maintain consistent and equitable policies and procedures for faculty, staff, and students that are aligned with the University's mission and core values.
2. Identify the professional development needs of all employees and develop a multi-year plan to address them.
3. Develop a comprehensive annual review and retention plan by category of employees.

Assess faculty and staff retention and develop plans to address the areas where retention rates can improve.

Strategic Initiative III: Heightening Reputation, Visibility & Prominence

Opening Statement: Increase and enhance the institution's reputation- grounded in BIHER's tradition and legacy — as nationally recognized for delivering a compelling, integrated and distinct curriculum and co-curriculum that prepares its graduates to be leaders in their professions and committed to active global stewardship.

Goal 1

Achieve national recognition for institutional distinctiveness.

Objectives:

1. Increase rankings in reputable and recognized educational publications and surveys.
2. Identify and establish a collaborative approach and delivery for public relations, marketing and communications.
3. Achieve recognition as a model institution for interfaith cooperation among people of diverse religious, caste and secular world-views.

Goal 2

Achieve national recognition for educational excellence.

Objectives:

1. Achieve and maintain accreditation in identified disciplines and colleges.
2. Achieve recognition and national awards and fellowships for faculty and students. Establish a minimum of one additional Endowed Chair/Professorship per college.



Strategic Initiative IV: Enhancing Facilities and Technology

Opening Statement: Fully utilize the potential of BIHER campus and appropriate “regional” campuses in serving the students, faculty, and staff. Inter-connect all students, programs, colleges, and campuses physically and/or electronically.

Goal I

Provide appropriate, accessible and environmentally conscious space and facilities.

Objectives:

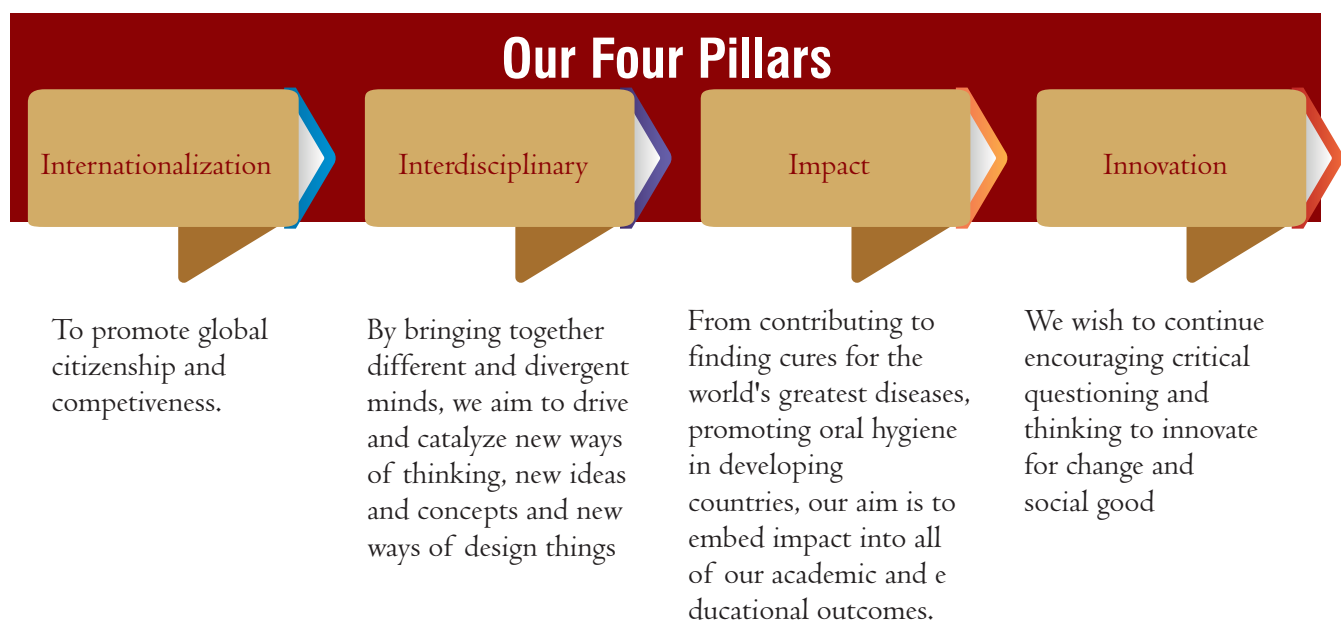
1. Identify appropriate land and facility usage to support evolving campus and community needs.
2. Provide sufficient campus housing for students to further a vibrant campus environment.
3. Maintain and renew the University's physical infrastructure at a competitive and environmentally-sound level.
4. Develop infrastructure to reflect the University's commitment to a diverse, inclusive and sustainable teaching, learn-ing, working and living environment.

Goal 2

Develop a highly effective technology infrastructure to support teaching and learning.

Objectives:

1. Utilize communication capabilities to enhance the personalization and convenience of electronic educational delivery between and among campuses and all students.
2. Maintain and renew the University's technological infrastructure at a competitive and environmentally-sound level.
3. Develop a robust, seamless Information Management capability to provide access to reliable information from our student, financial, and employee systems for critical, effective, data-driven decision-making. Ensure students, faculty and staff are competitively technology-literate



SECTION 3

PARAMETER WISE STATUS AND TARGET

Sl No	Parameter	Present Status	2025 – 2030
A	Inter Disciplinary courses Offered	25	50
	Students Enhancement and Development Programmes organized every year (avg)	560	800
	No. of Short term certificate programs per year	1000	2500
	Academic Events organized in a year (Seminars / Conf / Workshops / FDP / STTPetc.,)	10500	25000
B	Faculty – Student ratio	1:9	1:7
	Participated in external Workshops/Seminars/Conferences recognized by national / international professional bodies	100%	100%
	Presented papers in Workshops/Seminars/Conferences conducted or recognized by professional agencies	100%	100%
C	Proportion of Foreign or Foreign qualified faculty	20%	45%
	Faculty invited as resource persons in Workshops/Seminars/Conferences organized by external professional agencies	53%	75%
	Faculty exchange programmes with national and international institutions	212	600
	Faculty Deputed To Foreign Universities	40%	65%
	International experience in teaching	45%	70%
	Teaching experience in other universities/national institutions and other	60%	75%

	Institutions		
D	Student Enrolment	10,000	15,000
	Placement % of students	91%	100%
	NSS / NCC / YRC (avg per year)		
	No. of special camps / blood donation camps / medical camps organized	3760	10000
	No. of students involved in social service (NSS / NCC / YRC etc.,) activities	8431	13,000
F	Number of Research Laboratories	561	1200
	Number of Centres of Excellence	120	300
G	Research Publications in Peer Reviewed Journals	63,422	100,000
H	Applied Research Projects	540	10000
	Research Funds Procured	600 cr	1500 cr
	No. of partnerships with industries	861	1600
	Collaborations with Foreign Universities	212	600
	Patents	248	1000
I	No. of rooms	2500	4000
	No. of occupants	4000	7000
	No. of rooms	3000	6000
	No. of occupants	4500	7500
	No of books	5 L	8 L
	e- books and e-journals	20 L	30L
	Average number of books added during the last five years	2 L	3 L
	Budget for Library	20c	30 c

	No. of computers	12,000	20,000
	No. of softwares	250	400
	Land Area Available (acres)	305	1000
	Built up Area (sq.m)	8,26,487	15,00,000
M	Financial contribution from alumni (in crores)	50	150
N	Accreditation	NAAC NABH NABL ABET	IET Top 100 QIS, THE SHANGAI
	Corpus fund (in Crores)	150	300



COMPREHENSIVE PLAN TO DEVELOP RESEARCH LABORATORIES

PROMOTION OF RESEARCH

Having been declared as deemed to be university, Bharath Institute of Higher Education and Research is continuously striving to promote research activities. BIHER provides excellent environment to conduct research in Engineering, Medicine, Dentistry, Arts and Humanities. Students at UG and PG level are also encouraged to do research through cutting edge technology along with faculty members. Research scholars doing Ph.D programmes are encouraged with the financial support to cultivate academic research.



RESEARCH LABORATORIES

We will demonstrate through discovery, creativity, and innovation the impact a research-intensive university can have on societal goals and aspirations, and we will create a student experience that will produce the next generation of leaders.

As with Eyes High, our Research Plan is an evolution of the previous plan that enabled us to advance on the national stage in almost all research competitions. Looking forward, our Research Plan will play an important role in identifying areas where we can make significant contributions to the BIHER Research and Innovation Framework (BRIF).

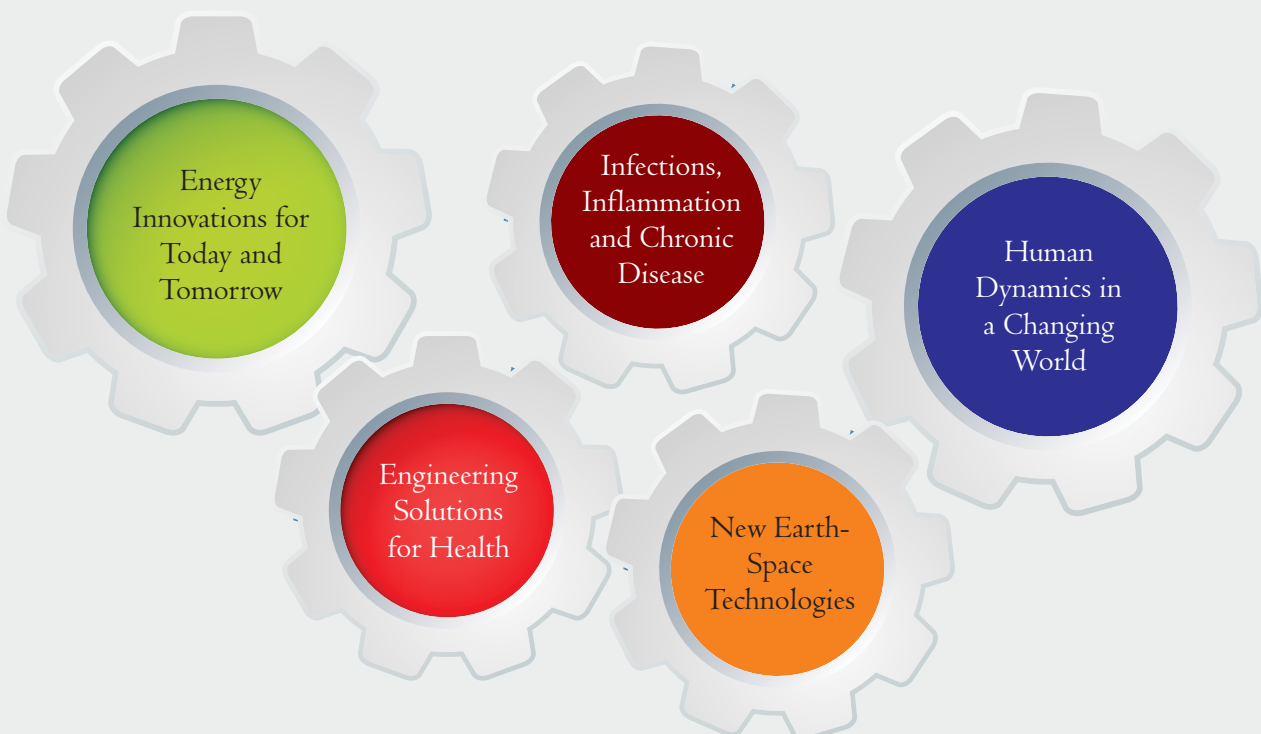


This framework sets out shared outcomes and aspirational innovation targets for government, and provincially-supported research and innovation organizations. The shared focus inspired by the Framework and an accompanying BRIF Action Plan will help BIHER achieve economic, environmental and social prosperity, enabled by research and innovation.

WE WILL ALSO LEAD IN THE DEVELOPMENT OF EMERGING TECHNOLOGIES THAT SUPPORT

- Growing BIHER's Green Economy
- Advanced Materials and Manufacturing
- Digital Economy

STRATEGIC RESEARCH THEMES



ENHANCING OUR VALUE PROPOSITION

STUDENT EXPERIENCE

IMPACT

CHAMPION AND COMMUNICATE

Recruitment of excellent researchers and teachers

New knowledge (discovery) has inherent value(s), develop channels to explain and promote these values

Support for teaching and research

Individual scholars pursue unfettered disciplinary excellence

Enabling intellectual curiosity

Recognize and reward research by scholars that has significant social and cultural value

Provision of support services, including those for mental health

Assist our scholars to focus research on identifying and addressing needs of our societies

Value, appreciate, and understand diversity in all forms

Explore new ways of engaging with communities for outreach and provide funds to build community engaged research partnerships

Opportunities for the development of communication skills

Create incentive structures to promote multidisciplinary collaborations across our university

Outstanding infrastructure research with NGOs, associations, and industry

Create incentive structures to promote collaborative





3.3 Course Programmes

The course programmes at BIHER are developed with well-defined objective and outcomes.

The curriculum will be structured such that the core course component makes up around 50 percent and opportunities for multi-disciplinary diversification through electives are maximised. Thus, a student will have the freedom to choose, as electives, nearly half the courses that he or she must complete to obtain a degree. A strategy of introducing curricular flexibility is adopted to sustain the interest of all students, both high performers and those with difficulties.

BIHER aims to provide Multi-disciplinary and interdisciplinary courses in Engineering, Dental, Health Sciences, Emerging Technology and Innovative courses for the development of our country by offering Graduate, Post Graduate and Research Degree levels and Award Degrees, Diplomas and other Academic Distinctions.

BIHER thrives to offer courses within a programme as well as to offer degree in newer areas, after approval of its Academic council and subject to broadly conforming to minimum prevailing standards.

BIHER plans to have a complete flexibility of course structure in terms of credit hours and number of years to take a degree, after approval of its Academic council and subject to broadly conforming to minimum prevailing standards'

Target to be Achieved in the Next Five years

- To increase interdisciplinary courses from 15 to 25 by 2025-30
- 350 Students Enhancement and Development Programmes per year
- To conduct 1000 Short Term Certification Programmes per year

- To organize 18000 Academic Events every year
- BIHER will insist on multi-disciplinary or inter-disciplinary and have both teaching and research focus of an exceptionally high quality.
- BIHER would offer inter-disciplinary courses, including in areas of emerging technology and interest as well as those of relevance to the development concerns in our country

Live online access to courses will be provided to teachers in colleges aspiring to take up Ph.D. programmes. Outreach programmes will be extended to engineering students through NPTEL courses and massive open online courses (MOOCs)—since such initiatives are part of the charter of what BIHER wishes to achieve using technology. The Institute also plans to introduce interactive online evening courses for professionals in industry, with certification. A bouquet of carefully selected courses could lead to an M.Tech degree as well.

The Strategic Plan includes faculty-centric initiatives aimed at enhancing the quality of teaching. Top-quality Ph.Ds, preferably with some industry experience, will be recruited. At induction, all faculty members will be encouraged to undergo a programme in teaching–learning.

3.4 Sponsored Research and Industrial Consultancy

The overall strategy for developing sponsored research and industrial consulting activities at BIHER during 2025-2030 is to vigorously identify new research projects of relevance to the nation and of interest to industry and to build relationships. A Sponsored Research Development Office is to be additionally created that will identify and assist with the definition of research projects and creation of centres of excellence by the faculty in a manner that meets the objectives of sponsors of research.

An Industry Connect Programme has recently been launched wherein faculty spend a few weeks embedded in industry with a view to discovering research challenges of mutual interest. It is proposed to expand this programme with at least 25 percent of the faculty participating in it.

BIHER will continue to grow its patent portfolio by pursuing a policy of active patenting and commercialisation, with a goal of doubling the number of patents filed per year by 2026.

Other measures are related to purchase, maintenance and use of instrumentation and facilities.





SPECIFIC OBJECTIVES AND TARGETS

- To commercialise 20 research innovations annually
- To encourage “idea to product” pre-incubation activity involving faculty and students
- To increase the number of faculty members involved in sponsored research to 75 percent of the total faculty strength and in consultancy to 60 percent
- To increase the value of total funded research from approximately `250 crores to `500 crores per year
- To increase the number of industry-driven projects by 100 percent
- To be engaged in at least one joint project with each Research Park company at any given time
- To increase the number of patents applied for annually to 300–400

3.5 Human Resources

BIHER recognises human resources as the most important among the assets needed to realise its aspirations. The human capital of BIHER consists of its students, research scholars, faculty and staff. Whereas the Institute continues to attract the best undergraduate and postgraduate students in the country every year, faculty recruitment needs to be tackled purposefully.

BIHER is endowed with talented technical and administrative staffs that are equipped to deal with the complexities of administering an institution of its kind.

The human resource strategy of this plan is aimed at increasing the strength of the human resources while giving it focus and improving its quality. In order to improve the productivity of the faculty, staff and students, BIHER will continue to focus on quality and process improvements through ISO 9001:2008-certified administrative functions, NABL-accredited testing and calibration facilities and a move towards a green, paperless office via the enterprise resource planning (ERP) software system Workflow, which provides Institute-wide e-services.

3.5.1 Faculty

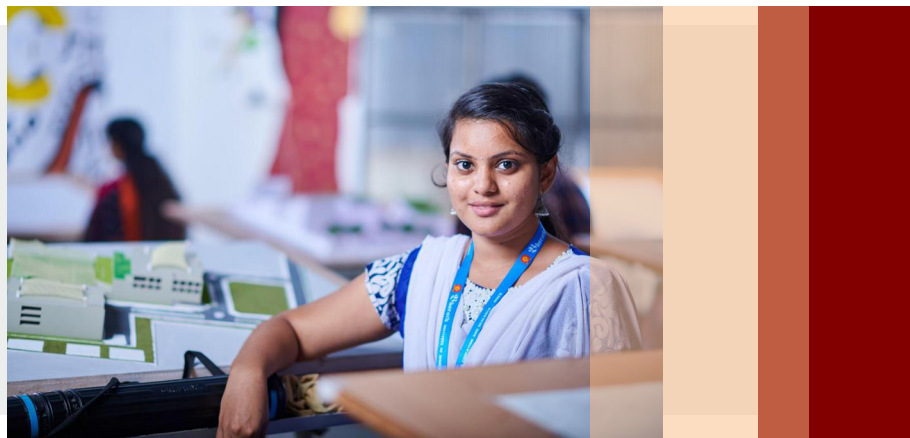
BIHER seeks to become the most favoured destination for potential faculty members. The Institute will appropriately recognise different types of experience, be it in academics, industry or research.

The responsibilities and expectations of a faculty member will be enunciated clearly. Performance evaluation will be against the expectations. Promotions are based on assessments of performance in several dimensions: teaching, research, student supervision, sponsored research, collaboration with industry, involvement with the student sector, Institute service and national-level activities. Both quantitative and qualitative norms are being laid down for appraisal of performance in each dimension. A method of assessment is being evolved that is transparent, credible and fair. Underlying this system is a basic belief that each faculty member must excel in a combination of dimensions according to her or his preferences.

To recruit around 50 top-class faculty members each year during 2025–2030

To provide a five-step path for promotion and rewards

To reward high-achieving faculty members once every 5–6 years



3.5.2 Staff

Specific objectives and targets

To provide a framework wherein five or six advancement steps are possible during a career

To outsource those positions that do not belong to the core functions of BIHER and in which career growth is not possible within the Institute

3.5.3 Students

The university subscribes to the view that BIHER has a responsibility of integrating students into all spheres of campus life. As the diversity of incoming students increases, the Institute will take several proactive measures to make it easier for first-year undergraduate and postgraduate students to adjust to the academic and social life on campus.

3.6 Hostels and Other Facilities

A move towards progressively bringing in professionals is a highlight of the Strategic Plan's approach to the management of the hostels.

Facilities will be augmented for students' participation in all major sports, including informal sports. Students will have increased access to coaches as well as to teachers of music, dance and art. Hobby clubs and nature appreciation activities will also be fostered. Each student will be encouraged and provided opportunities to cultivate at least one interest in addition to academics.

First-year students in particular will be encouraged to take up new activities and nurture their innate talents.

One of the key support services provided to students is counselling. All steps will be taken to ensure that timely, effective counselling is available to students in times of crisis.

A clear understanding will be developed amongst all students about discipline, rules and ethics in hostels. There is a trend of formally laying down rules and checklists and administering justice through committees. The Strategic Plan recognises that some of these are required but endorses a self-governed system based on trust and a student-centric honour code

3.7 Outreach and Engagement

- Goal 1: Increase access to and breadth of BIHER's research, scholarship, creative, academic, and extension programs throughout India and the world.
- Goal 2: Expand and enhance BIHER's engagement with institutions, communities, governments, and the private sector.
- Goal 3: Increase BIHER faculty, staff, and students' contributions to economic vitality, educational outcomes, and quality of life at the local, state, and international levels.

Focus Area 3 Sub-goals

Increase the impact of BIHER research, scholarship, creative, and outreach activities on quality of life and economic development within the state and region.

Increase access to the BIHER system for place-bound, non-traditional, first-generation, and other underserved and underrepresented students.

Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.

Increase BIHER's global presence and impact worldwide.

Improve BIHER's reputation with external constituencies.

MAJOR INITIATIVES INCLUDE

- Establishment of BIHER rural medical centre at Padappai thereby providing access to free health care services and provide referral services for severe cases.
- Tie up with primary health centers of Government of Tamilnadu and Puducherry.
- BIHER Urban Health Center caters to the health care needs of the Chennai City population and serves as feeder institution to the Sree Balaji Medical College & Hospital, Chennai.
- Mobile Dental van for providing ambulatory dental care in rural areas.
- Establishment of drug information Centre for the benefit of patients and public and have access to safe use of medicines in Puducherry and Tamil Nadu.
- Establishment of Medicinal plants garden, conduct of medicinal plants exhibition and encouraging farmers for cultivation of medicinal plants with the help of the Kancheepuram Medicinal Plants Promoters Society which is an NGO established by the University and farmers of the Kancheepuram District.
- Research, review and standardization of herbal medicine.
- Medical Relief Camps organized periodically wherever disaster management needs arise.
- Conduct of HIV awareness camps and health hazards associated with non-communicable disease including cancer and pulmonary disorders through camps and exhibitions.
- Subsidized and free health care facility at Sree Balaji Medical College & Hospital, Chennai (1200 bedded hospital and Sree Balaji Dental College and Hospital, Chennai where on an average 2000 people/day have access to health care facility.
- Conduct of de addiction camps/programmes and counseling for school children (slow learners and speech disability) through counseling centers of the university.

- The institutions organize number of programmes for the benefit of all the stakeholders. They include workshops / training/awareness programme / camps, extension lectures, adoption of villages, exhibitions, endowment lectures and health education programme.
- University Medical Center and Community Pharmacy are available for the benefit of staff, students and public.

Neighbourhood networking and Student Engagement

The university promotes a well knit university – neighborhood network in which students acquire service training. Such training contributes not only to sustained community development but also ensures value addition to these programmes.

The University encourages the students to undertake internship programmes in academic/research institutions as well as companies located in and around Chennai suburban so that the students get hands on exposure to various applications that they get to learn in their classrooms.

The University also forges strong relations with its neighbourhood research/academic/industry bodies by organizing events.

To ensure that the students are sensitive to the society around them, they are encouraged to interact with the local self-governing institutions like the gramapanchayats situated in the vicinity of the University and their homes. This is done to understand the needs of the society and co-operate with the Gramapanchayat and the people in the locality to see how the knowledge of the students along with that of the local people can be utilized to develop social and scientific solutions to their problems.

For instance, establishment of waste management unit in the Mappedu village is an outcome of such an initiative.

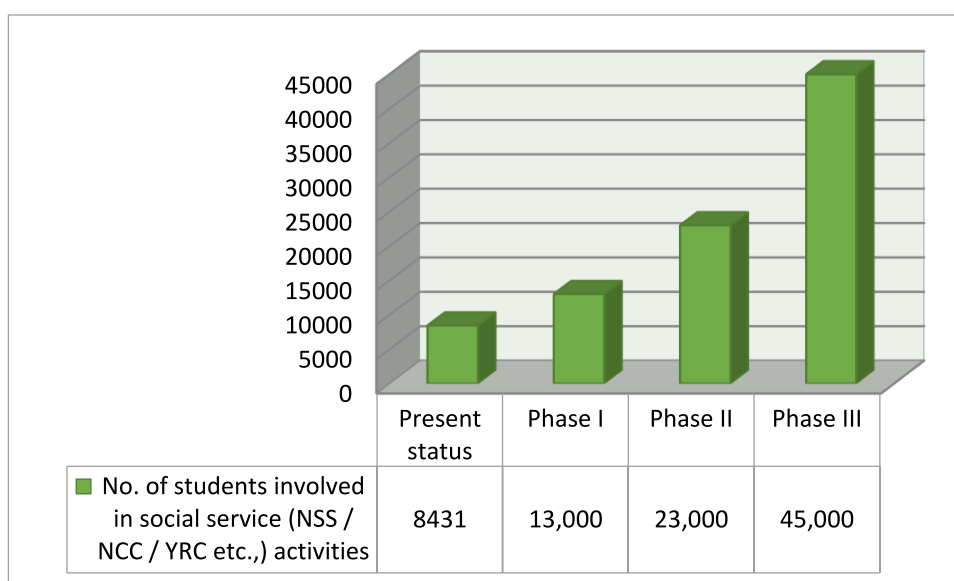
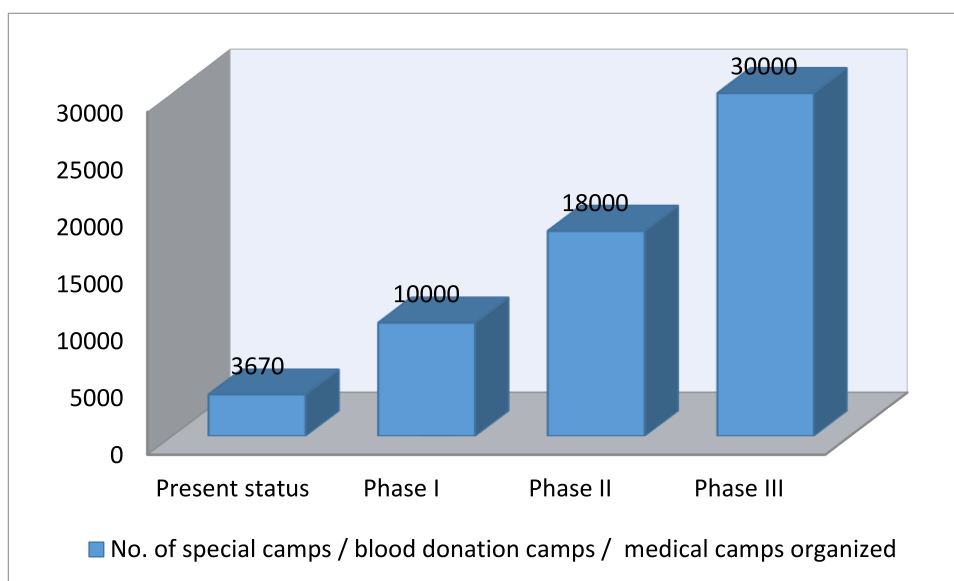
The students are also encouraged to be sensitive to the needs of the vulnerable sections of the society and this is done through arranging frequent visits to old age homes, orphanages etc. and providing medical facilities.

The university provides opportunities by posting students in rotation and encourages them actively to be a part of

- Health care/dental care outreach activities at the adoptive villages and camps
- Provide patient counseling at drug and poison information centers
- Participation in the national health programmes like family welfare, population control, immunization, HIV-AIDS awareness etc
- Thermography camp for breast cancer detection
- Precancerous lesion detection and counseling for tobacco usage cessation

All students on admission, shall enroll in any one of the extension activities like NSS, YRC, Go-Green Club, Hands-Together. These programs have been made mandatory to the students. The programs are listed below:





3.9 Placement

BIHER has established a separate Department of Training and Placement (T&P) to take care of placement and training related activities of the students. This cell is headed by a Director and supported by the Training and Placement Coordinators of the various departments.

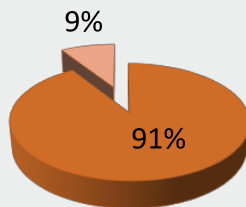
The Placement Cell imparts training to students to meet the challenges in the job market by organizing group discussions and lectures on how to face interviews and to develop entrepreneurship skills.



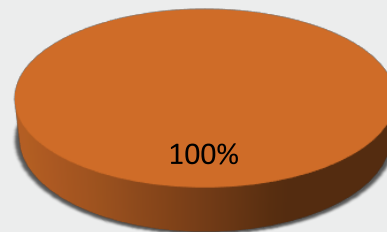
Besides this, the departmental associations invite experienced faculty and corporate managers including alumni to prime students for a future career. Varied stakeholders such as NGOs, Companies, Industries, Banking sector, and others have recruited a large number of students over the years in campus interviews conducted through the Placement Cell. The job opportunities and call for the admission to PG and PhD. courses by various Universities / Institutions are displayed on the notice board for the benefit of final year UG and PG students.

Present status

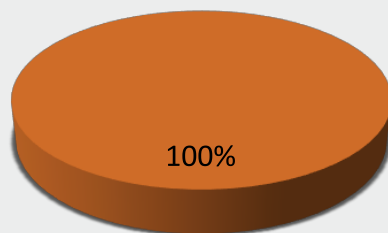
■ Placement % of students



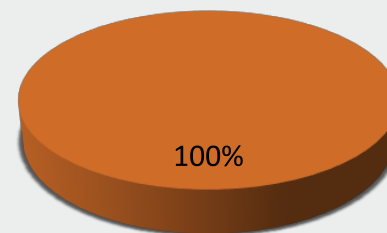
Phase I



Phase II



Phase III

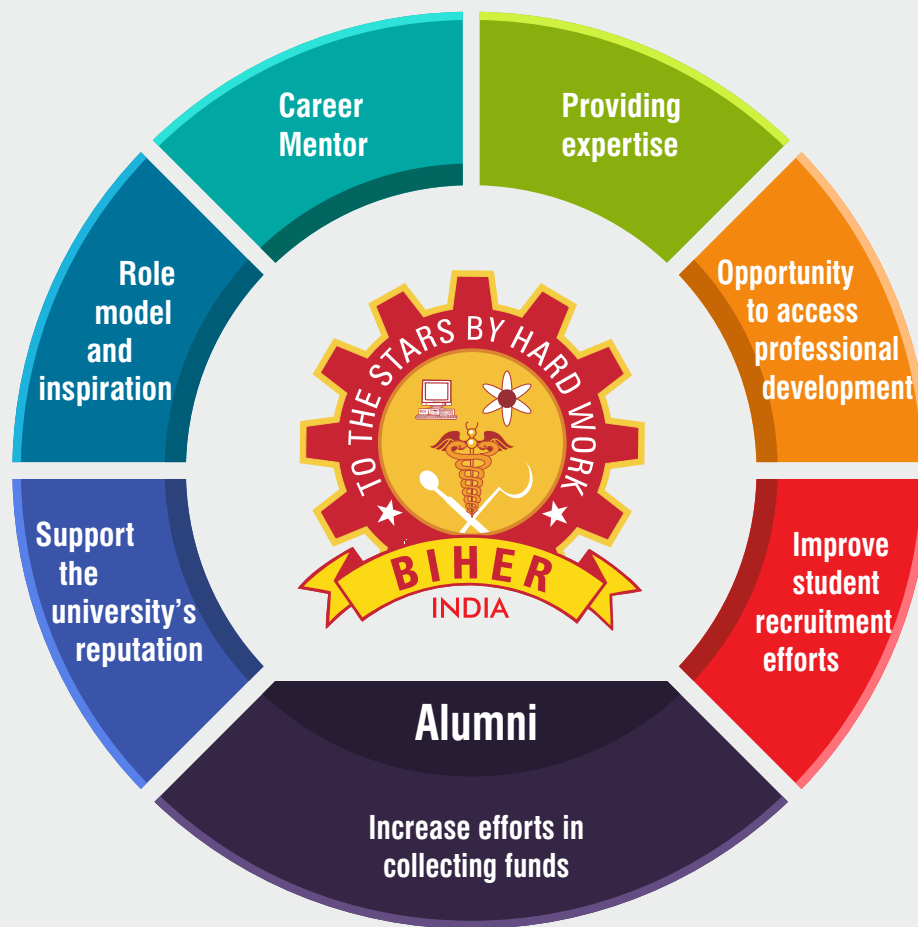


3.10 Alumni Relations

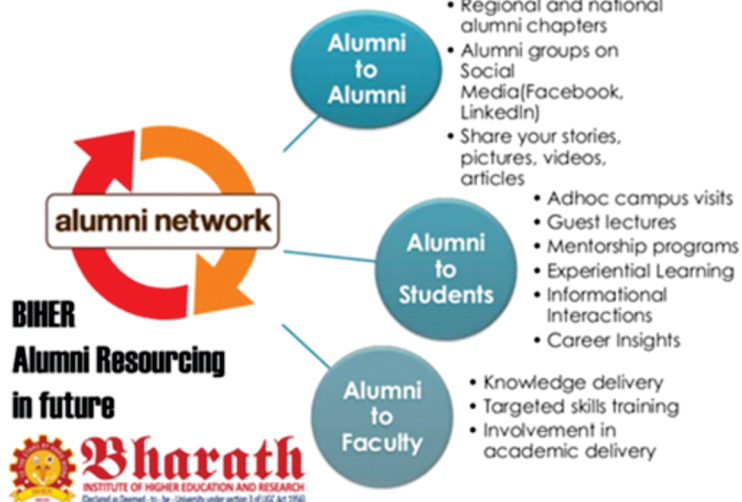
PLAN FOR INVOLVING THE ALUMNI IN THE MANAGEMENT

“It begins with interest and responsibility;
It continues with relationships that are worthwhile;
It ends with benefit for all.”





Alumni Engagement



BIHER will continue to build mutually beneficial relations with its alumni during 2025 -2030 so that a range of modes of engagement can be explored.

Steps that will be taken to achieve this objective include the following:

Increasing the presence of the Institute in social media to promote engagement between alumni, students and faculty members

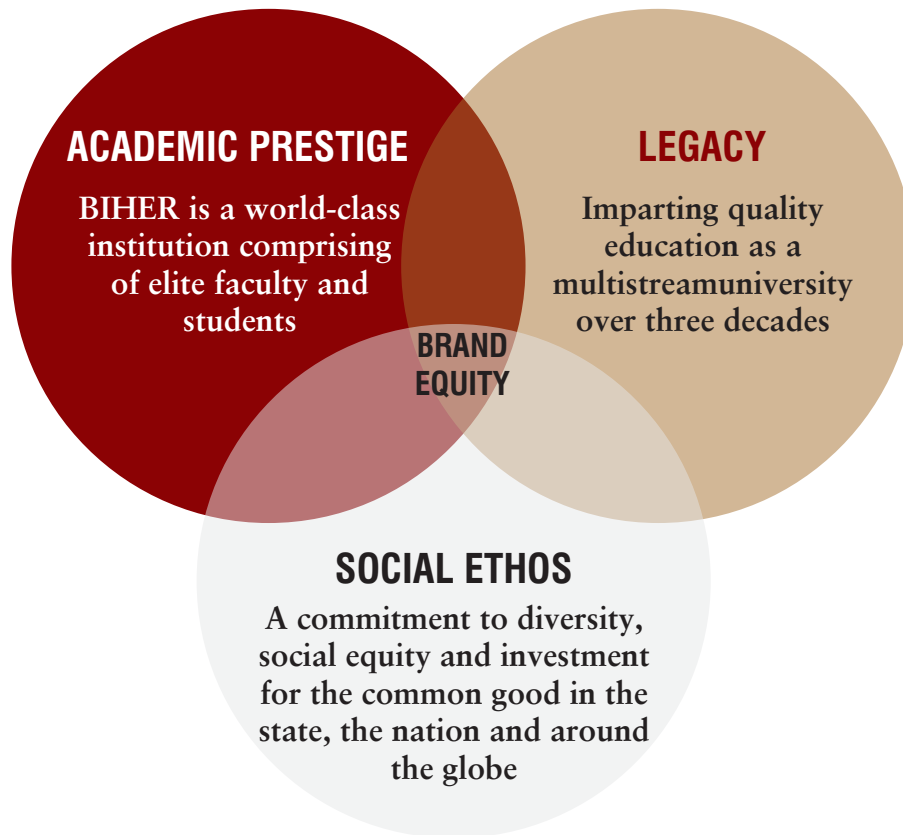
Tele-calling and other personalised efforts to actively engage with alumni

Increasing the number of face-to-face meetings

Creating more opportunities for alumni to spend time on campus and engage with students and faculty.

BIHER will be a global intellectual hub located in India's most enterprising city. In this spirited, high-quality learning environment, students will thrive in programs made rich by research and hands-on experiences

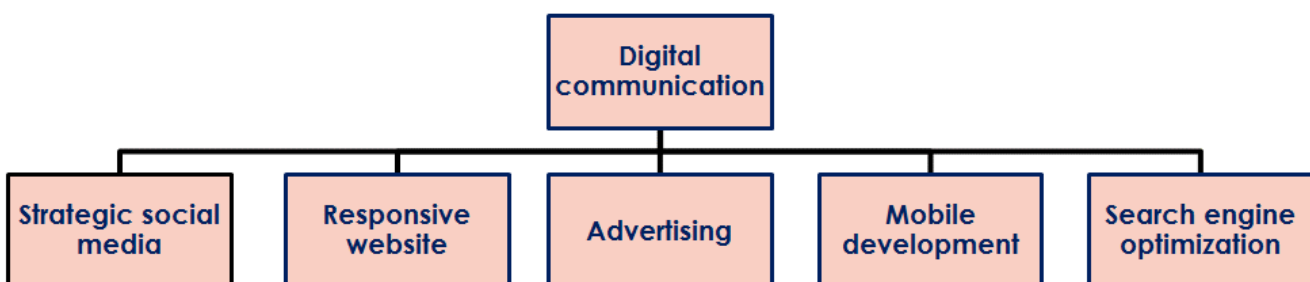




DIGITAL COMMUNICATION

Now we are in the digital century, in the century where the information is moving with light speed. Obviously, a lot has changed in the marketing world during the last few years, but even so universities have two ways to promote and deliver their messages using online or offline channels:

1. **Strategic social media** –Using the power of different networks and engaging content, universities can use social media to attract students, interact faster with the current students and stay connected with alumni. Social media is the largest area of innovation and growth in higher education marketing.
2. **Running a responsive website** – if until now it was sufficient for every university to simply set up a website, Google’s change of algorithms when showing results means that it is now also important to design a responsive website with a good Search Engine Optimization (SEO) ranking.
3. **Advertising** – even if the marketing trends show us that offline advertising will disappear step by step, universities still have the opportunity to promote and engage students through offline advertising, such as: banners, posters, universities journals, and flyers.
4. **Mobile development** – higher education institutions are making greater investments in having a mobile presence, from the institution’s website to the development of mobile friendly course content.



5. Search engine optimization – for universities which offer slot programs, it is a must to ensure that these programs are in the top of search engine listings.

The education industry is facing a lot of challenges, but marketing is a way that can help it to adapt no matter what. Done right, with proper planning and strategies, marketing can shave the costs of education, increase the number of high-achieving students and help universities to boost their position in the market. Done right, marketing strategies can help to elevate the brand and reputation of the university, so that it may correctly position itself and subsequently defend this position. All that remains for each university is to do the best they can to continuously improve their programs, teaching, provision of learning facilities and to find the right way to the consumer.

Specific objectives and targets

To build up a corpus, including endowments, of `500 crores—opportunistically, this could be built up to `1000 crores

To raise annual contributions from `50 crores

in 2025 to `150 crores in 2030

3.11 Finance

SECTION 4: The Path Ahead

Strategic Plan 2025-2030 sets out specific targets in every sphere of activity of the University—academic programmes, research, collaboration with industry, human resource development, entrepreneurship, development of infrastructure and facilities, student life, placement, community outreach, international and alumni relations.

These targets have been set after extensive consultation to ensure that they are both ambitious and achievable.

The targets will likely be exceeded if the contributions of stakeholders—faculty, staff, students, alumni, international partners and collaborators from industry—are aligned and reinforce each other. The vision outlined in the Plan will then be realised, and BIHER can be justifiably proud that the trust reposed in it by the nation will stand redeemed.



Bharath

INSTITUTE OF HIGHER EDUCATION AND RESEARCH

(Declared as Deemed-to-be University under section 3 of UGC Act.1956)

(Vide Notification No.F.9-5/2000-U.3, Ministry of Human Resource Development, Govt. of India, dated 4th July 2002)

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