ST ALOYSIUS
(DEEMED TO BE **UNIVERSITY**)
MANGALURU 575003 - INDIA

ESTD : 1880

INSTITUTIONAL
DEVELOPMENT PLAN
2024 -2035

Short Term: 02 Years
Medium Term: 05 Years
Long Term: 10 Years

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1. Genesis and Evolution of ST ALOYSIUS (Deemed to be University) Mangaluru, India

Established in 1880, the institution has been rendering yeomen service in the field of higher education for the last 145 years. St Aloysius is a Minority institution managed by a religious Order called the Society of Jesus, popularly known as Jesuits known for their educational service across the globe having their presence in 112 countries. The institution was elevated to the status of the Autonomous College in 2007 by UGC. From then on, the institution has been functioning like a University in all aspects of its operation. Considering the unprecedented and consistent credentials in various ranking and accreditations, UGC and the Union Ministry of Education granted the status of the Deemed to be University in its gazette dated 19.01.2024. St Aloysius believes in nurturing talent and skills amongst all those who enter our portals with a view to transform them into becoming successful/ethical professionals and responsible citizens. We accomplish this objective through focused excellence in teaching, an efficient research environment and ample opportunities for outreach to the community, thereby addressing the tripod of higher educational endeavours - educational delivery, research and service. Our commitment is to shape the lives of our learners with academic scholarship, modern pedagogy and appropriate skills to render them future ready for the workplace and citizenship. The University has nine Schools of Study:

1. Schools of Life Sciences
2. School of Physical Sciences
3. School of Business & Management
4. School of Commerce, Finance and Accounting
5. School of Arts & Humanities
6. School of Languages & Cultural Studies
7. School of Information Science & Technology
8. School of Vocational Studies
9. School of Education

Currently, the University has an annual enrolment of around 8,000 students at the undergraduate, postgraduate and doctoral studies. The credentials in rankings and accreditations have been distinctive and commendable. The University has been securing the highest of rankings and grades in the consecutive four accreditations by the National Assessment and accreditation Council (NAAC), last being 3.67 out of four in the fourth cycle. The National Institutional Ranking Framework (NIRF) has ranked the University at 58 among Colleges in India. We have been able to maintain the NORF ranking within the top 100 higher education institutions in India

consecutively. The University has been in the forefront of the implementation of NEP-2020 right from the policy inception. The institution has a robust system in place for the implementation of NEP-2020. The adoption of inter-disciplinarity, multidisciplinarity and trans-disciplinarity in programme offerings and incorporation of Indian Knowledge System are being pursued diligently. Placements and student achievements have been the best among institutions. The research outcomes and publications of our faculty are worth mentioning with more than 80 recognized research supervisors by our university and other prominent research centres. The incubation Centres of the University are engaging students proactively in entrepreneurship with the help of the Section 8 Company in place for garnering funds for our staff and student business ideas leading to patents and copyrights. The teaching-learning-evaluation processes have been regularly modified considering the signs of time. The formative assessment methodologies are diversified incorporating, projects, viva, oral tests, MCQ Tests, field works and internships in all disciplines.

Highlights of St Aloysius Deemed to be University:

- All the Schools / departments have competent faculty with more than 60% with a PhD degree and 300 research scholars/ in-house faculty are pursuing their doctoral degree programme.

- The International Affairs Office of the University has more than 75 MOUs signed with International Universities.

- The University also has an Incubator set up in the campus, for encouraging entrepreneurship amongst faculty and students.

- The University attaches utmost significance to value- based education with Centres for interreligious Dialogue and for Peace and Reconciliation

- St Aloysius Ranga Adhyayana Kendra & St Aloysius Prakashana have added value to the University through its theatre activities and in-house publications

- A strong Placement and Training Department with a committed team, the placement being more than 70% of the eligible/desirous students

- Vibrant Incubation Centres and Entrepreneurship Cell for identifying, mentoring and nurturing budding innovators and entrpreneurs

Strengths, Weaknesses, Opportunities and Challenges (SWOC)

Institutional Strengths

- **Participative Management**: Decentralized Governance
- **Policy Driven:** Academic processes are guided by well-defined formalized policies
- **Diversity** in the composition of student enrolment and staff recruitment
- **Revision of Curriculum:** Regularly revised and restructured curriculum for accommodating global competencies incorporating emerging trends
- **Qualified and Experienced Faculty:** 364 faculty members driven by lifelong learning, continuous research, cutting-edge pedagogical practices, mentoring, remedial and counselling services

- **MOUs:** 72 International, 45 National MOUs with Universities, Research Institutions and Industries.
- **Green Certification:** The College is awarded third place in the SWACHH CAMPUS RANKING in 2018 among colleges in India.
- **Research:** 20 Postgraduate departments recognized as research centres
- **Outreach Programmes:** A mandatory social volunteering for 40 hours for UG students and week-long Rural Immersion Programme for PG students
- **Centre for Social Concern & Centre for Environmental Concern:** Institution is recognized as Green Institutional Mentor by the MGNCRE-MHRD.
- **Cultural Excellence:** 222 sports and cultural events were organized by the Institution in the last five years. 15 overall championships at university/state/national level intercollegiate competitions.
- **Women Empowerment:** Gender sensitization, equity and empowerment of women are top institutional priorities.
- **Staff and Student Welfare:** St Aloysius College Teachers' Credit Cooperative Society, Aloysius Employees' Housing Cooperative Society and Aloysian Student Cooperative Society facilitate welfare measures of staff and students
- **New Ventures:** St Aloysius Prakashana, St Aloysius Ranga Adhyayana Kendra.
- **Renewable Energy Management:** 450kWp Rooftop Solar Power panels installed

Institutional Weakness

The following weaknesses are identified:

- **Research Funding:** The funding from the government and non-governmental agencies has been reducing significantly. In this context, the management requires a large sum of funds for promoting and encouraging research among the staff and students. Regular and significant research funding will enhance the research output of the institution.
- **Intellectual Property:** Number of applications for patents needs enhancement.
- **Consultancy:** Revenue from consultancy and corporate training is yet to be optimized.
- **Collaborations with Corporates:** More CSR funds to be mobilized
- Number of students qualifying Competitive Examinations needs enhancement
- **Endowments:** Institution has the non-negotiable priority in admissions to the economically weaker sections, rural students and

differently abled persons. Hence there is a great need for endowments to support such students in higher education. More endowment funds need to be garnered for supporting such students.

- **Internships & on-the-job training**: There are several programmes and courses in the College that have internships and on-the-job training modules. But the College aspires to adopt apprenticeships and project-based learning in all the programmes. It is a challenge to find firms and industries for internships for longer duration in the vicinity or the students need to migrate to the nearest cosmopolitan city.

Institutional Opportunities

The following opportunities can be effectively harnessed by the Institution:

- **University Status:** The College has attained the Deemed to be University status.
- **Add-on and Certificate Programmes:** Add-on programmes, certificate programmes and MOOCs will provide greater diversity in learning for the staff and students. The College intends to make add on offline/online courses mandatory to all the undergraduate and postgraduate students. It will be a great opportunity to offer collaborative certificate/diploma courses with the help of other institutions. These multidisciplinary and trans-disciplinary courses will add value to the curriculum.
- **Extension and Consultancy**: These could be made more robust by identifying the specific credentials of individual staff and departments to promote the initiative and earn substantial revenue. There is a great opportunity to create an Extension and consultancy Cell in each department and identify the specific areas of consultancy to be offered by them. The services of the institution could be brought to the notice of the general public and convert the institution into a hub of providing solutions to the issues and concerns of the society
- **Start-up Eco-system**: There is an opportunity to launch more projects and incubators linked with the government and establish a technology-based incubator in the campus in collaboration with the industry
- **Academic Flexibility**: There is an opportunity to design several multidisciplinary and trans-disciplinary programmes and courses equipped with global competencies at the UG/PG and research levels under NEP-2020
- Diploma and Undergraduate courses in Agriculture and Horticulture will add new dimension in the development of rural India

Institutional Challenges

Though the Institution makes significant progress in all spheres, it still faces the following challenges:

- **Digital Divide:** Restructuring pedagogical strategies to motivate and deeply engage the digitally and technologically driven student community. Efforts and plans to bridge the digital divide by training the staff and students to effectively and optimally utilize the various digital platforms securing a seamless learning experience.

- **Mobilization of Financial Resources:** The Institution has to look for strategies to garner financial support for infrastructure and the salary of staff in the newly designed UG and PG programmes. The requirement of finances to run the plethora of programmes and courses is enormous. It is also observed that the General Development Assistance (GDA) grants from the government, state and central, have been reducing in the past few years. In spite of the efforts to garner funds from philanthropists and alumni, the institution needs huge funds to implement proactive and innovative projects and ideas for adequately achieving the objectives and aspirations of the management.

- **Balancing Equity, Diversity and Inclusivity:** Balancing these against excellence helps to keep up the institutional preferential option for the marginalized sections of society. The management has been consistently and progressively pursuing this motto of preferential option for the poor, first generation learners, the marginalized. There is a need to innovate customized pedagogies and strategies to cater to the needs of the diverse demographic composition of students.

Further, in order to realize the University's vision, a roadmap spanning 10 years has been conceived, planned and formulated as an Institutional Development Plan (IDP).

Considering the UGC guidelines on Institutional Development Plan and the institutional vision and mission, the following timelines were assigned:

a) Short term goals: From 0 to 2 years.

b) Medium Term goals: From 2 to 5 years

c) Long term goals: From 5 to 10 years

ELEMENT 1: EXCELLENCE IN GOVERNANCE AND MANAGEMENT

Issue 1.1: Improved governance via reforms
Issue 1.2: Improvements in Infrastructure
Issue 1.3: Improvements in HR policies
Issue 1.4: Administrative reforms & Management
Issue 1.5: Student development and Support

Issue 1.1: Improved governance via reforms
Short term Goals:

• Assign specific designations to administrative staff according to the roles allotted to the functionaries.

• Adopt need-based digital technologies for rendering the processes timely, reliable and user-friendly.

• Establish the Executive Council (EC) / Academic Council (AC)/ Board of Studies (BOS) & other Statutory Committees as per the recommendations of the Statutory Regulatory Authorities (SRAs)

Medium term Goals:

• Establish a customized institutional ERP for data analytics and ease of stakeholdersharing.

• Review the functioning of all the committees and bodies and adopt improvements (If need be).

• Establish good practices based on stakeholder feedback.

• Work towards a paper-less administrative environment.

Long term Goals:

• Build a congenial workplace environment to the satisfaction of all stakeholders.

• Bring out policy documents wherever necessary.

• Engage adjunct mentors from Industry and elite institutions from India and abroad.

Issue 1.2: Administrative reforms

Short term Goals:

• Document the Academic and Administration Audit [AAA] policy of the institution

• Document the procedures and processes for stakeholder consumption.

Medium term Goals:

• Review the administrative practices for adopting need-based revisions and reforms.

• Establish Institutional Administrative Best practices based on experiences hitherto.

Long term Goals:

• Establish world class administrative practices to seek international recognition.

Issue 1.3: Improvements in Infrastructure

Short term Goals:

• Brainstorm for prioritizing the infrastructure development phase-wise.

• Provide adequate infrastructure for both administrative and academic activities as at present.

• Conceive and design a Master plan for the University.

Medium term Goals:

• Review adequacy of infrastructure based on the student admissions, and newer academic programs.

• Build additional administrative infrastructure for the new ventures and administration.

• Build adequate infrastructure for the extra-curricular and Co-curricular activities of the Learners.

Long term Goals:

• Review the infrastructure needs for futuristic development and plan based on priorities

• Revisit the Master plan and further infrastructure development based on need. Issue

1.4: Improvements in HR policies and Management

Short term Goals:

• Design a need analysis for recruitment of administrative staff based on workload (as per norms)

• Design a need analysis for recruitment of academic staff based on student strength and subject/domain specializations (as per norms).

• Document the HR Policy for administrative and support staff.

Medium term Goals:

• Plan appropriate welfare measures for the administrative and support staff

• Enhance Student/Faculty engagement "beyond the class-room" activities.
Long term Goals:

• Document the Cadre and recruitment rules for Teaching/research staff

• Plan appropriate welfare measures for the academic staff Issue

1.5: Student development and support

Short term Goals:

• Facilitate access, equity and welfare measures (Scholarships, free ships and such others).

• Facilitate commutation, hostels and cafeteria.

• Facilitate quality education, training, mentoring and counselling.

• Provide adequate healthcare and wellness facilities.

• Provide facilities for pre-placement training and placement opportunities through campus recruitment drives.

Medium term Goals:

• Seek student satisfaction through surveys regarding the short term goals as above.

• Take appropriate corrective measures to render the above processes more facilitative to learners.

• Augment the cultural mix, to promote harmony and a sense of belonging to the institution.

• Build a strong Alumni association Long term Goals:

• Strengthen alumni network as well as alumni engagement for the benefit of the on-going generations of learners.

• Build learner trust in the institution through laudable student support and progression.

ELEMENT 2: ENHANCED TEACHING AND LEARNING

Issue 2.1 Curriculum Reforms
Issue 2.2 Innovations in Pedagogy
Issue 2.3 Faculty Development
Issue 2.4 Better StudentFaculty ratios
Issue 2.5 Global standards of Learning Resources
Issue 2.6 Improved Rankings

Issue 2.1: Curriculum Reforms

Short term Goals:

• Incorporate cross-cutting issues in the Curriculum of UG and PG.

• Match the curriculum to the requirements of NEP 2020

• Derive institution-specific programme-wise POs and PSOs.

• Derive institution-specific course-wise COs.

Medium term Goals:

• Design Flexible course options to reach out to the aspirations of the new-age learners.

• Determine the Institution-specific and Graduate attributes. Long term Goals:

• Conceive and design internationally-competitive curricula for structuring Presidency University Twinning Programmes with International Collaborators.

Issue 2.2: Innovations in Pedagogy

Short term Goals:

• Promote excellence in Teaching-Learning through innovative and ICT-enabled pedagogies.

• Drive faculty-led and student-centric Outcome Based Education both for UG and PG.

• Design appropriate skill development and vocational courses

Medium term Goals:

• Establish pedagogies and practices for Project Based Learning (PBL) for UG.

• Establish pedagogies and practices for Problem Based Learning (PBL) for PG (especially professional courses).

• Encourage Faculty and Students to indulge in Hands-on practical activities through "Living-Labs".

• Establish an audio-visual studio for augmenting Teaching-Learning Process.

Long term Goals:

• Encourage Faculty to design course-specific online modules for the benefit of learners.

• Utilize the "in-house" Audio-visual Studio to develop University-specific faculty-led MOOCs.

Issue 2.3: Faculty Development

Short term Goals:

• Design relevant "in house" Faculty Development Programs [FDP] based on a needanalysis.

• Plan School-wise training programs for faculty development in Teaching and Research

• Encourage target-based Career-progression amongst faculty.

Medium term Goals:

• Promote Faculty Career Development endeavours [FCDs] and FDP.

• Motivate and develop Leadership amongst Faculty to add value to the Institution.

Long term Goals:

• Offer matured 'in house' FDPs and FCDs to other institutions.

• Encourage participation of faculty in Domain-specific and multidisciplinary international FDPs and FCDs.

Issue 2.4: Better Student-Faculty Ratios

(Personnel in charge: Pro-Vice Chancellors, Deans/Heads of various Schools)

Short term Goals:

• Analyze the hitherto program-wise Student-Faculty Ratios [SF] over the years, to identify the trends, causes and effects

• Work out strategies for improving the SF ratios program-wise, School-wise and University-wide

Medium term Goals:

• Improve demand for programs through active, faculty-led promotional and motivational drives.

• Bring out a 'white paper' to improve SF ratios. Long term Goals:

• Build a strong University Brand to attract admissions Pan India and from beyond the National borders.

• Strategize Faculty Welfare measures to overcome attrition (if any), to promote retention.

Issue 2.5: Global standards of Learning Resources:

Short term Goals:

• Have Lead Resource persons to address the University personnel regarding Global and National Human Development indices and efforts.

• Appraise the Faculty and students of the importance of working towards UN SDGs 2030

Medium term Goals:

• Have external Lead speakers to talk to the faculty regarding Cooperative and Workintegrated Education (CWIE) Programs.

• Explicate the Process, Procedures, Outcomes and Assessment (PPOA) model to the Faculty across the University.

• Drive the Faculty to appraise themselves with the various quality standards frameworks.

Long term Goals:

• Build an active Alumni Network to share their professional experiences in regard to global standards of learning Resources to be referred and/or acquired.

• Establish a Centre for competitive global Learning resources.

Issue 2.6: Improved Rankings:

Short term Goals:

• Appraise the University staff regarding various ranking & accreditation instruments.

• Conduct Academic and Administrative Audit to realize the Quality status of the University

• Prepare the University for undertaking the NAAC Assessment & Accreditation.

Medium term Goals:

• Improve on the perceptional Rankings hitherto achieved by the University.

• Prepare mature departments for assessment by the National Board of Accreditation [NBA].

Long term Goals:

• Seek International Accreditations for eligible programmes/departments/schools.

• Establish a Department Accreditations and Rankings to reach out to other institutions.

• Prepare the University for subsequent cycles of NAAC Assessments and accreditations.

ELEMENT 3: TECHNOLOGICAL ADVANCEMENT

Issue 3.1 Facilitate the use of technology in the institute
Issue 3.2 Evaluation and Examination reforms by Technology
Issue 3.3 Advanced LMS and ICT-enabled networks
Issue 3.4 Become Centre of excellence using technology

Issue 3.1: Facilitate the use of technology in the institute

Short term Goals:

• Acquire need-based educational technologies, phase-wise, to augment the Teachinglearning environment of the University.

• Encourage the Faculty and Administrative staff to use newer technologies in their day to day practices.

• Acquire appropriate digital tools and technologies for augmenting evaluation procedures.

Medium term Goals:

• Adopt recommendations of the Government of India (GOI) towards Digital India as related to Higher Education.

• Appraise the Faculty with modern trends in Edtech.

• Adopt the guidelines of National Digital Educational Architecture [NDEAR].

Long term Goals:

• Incorporate Adaptive Learning, Gamification, Augmented Reality and Virtual Reality and Physical Learning.

Issue 3.2: Evaluation and Examination reforms by Technology

Short term Goals:

• Adopt the newer and recommended models of Internal and External Assessment and evaluation methodologies as recommended by the Karnataka State Higher Education Council [KSHEC] and respective Statutory Regulatory Authorities [SRAs].

• Workout the credit based equivalence of extracurricular programs on par with the curricular ones

Medium term Goals:

• Have experts deliberating on Assurance of Learning [AOL] to the Faculty.

• Develop AOL and Attainment Methodologies matrix for all courses and programmes in a phase-wise manner.

Long term Goals:

• Develop a customized Integrated Examination and Evaluation System (IEES) for the University

Issue 3.3: Advanced LMS and ICT-enabled networks

Short term Goals:

• Develop acceptable norms and practices for the Examination and Evaluation procedures.

Medium term Goals:

• Seek appropriate feedback from stakeholders to make the Examination and Evaluation system of the University more robust and rigorous.

Long term Goals:

• Develop appropriate Integrated Examination and Evaluation System [IEES] after trial and testing.

Issue 3.4: Become Centre of Excellence using technology

(Personnel in charge: Hon. Vice Chancellor, Head – IT)

Short term Goals:

• Bring on Board appropriate personnel to handle the University technology wing.

• Have experts develop a plan for integrating technology in all processes and practices of the institution.

Medium term Goals:

• Adopt the technologies across the educational and administrative practices.

Long term Goals:

• Review and reiterate the functioning of the Centre and adopt reforms if needed.

ELEMENT 4: OUTREACH AND PARTNERSHIP

Issue 4.1 Improvements in both intra- and inter-universities coordination

Issue 4.2 Improved industry inter-face

Issue 4.3 Enhanced community outreach to make education holistic and practical

Issue 4.4 Promote Branding of the institute

Issue 4.1: Improvements in both intra- and inter-universities coordination

Short term Goals:

• Build inter-departmental faculty teams across the University for Cooperative and multidisciplinary teaching-learning.

• Involve the interdepartmental faculty to participate, in Project-based and Problembased teaching-learning.

• Foster institution-community engagement for extension activities.

Medium term Goals:

• Encourage faculty to develop academic collaborations with other Universities, institutions (including Industries), National & International and societal agencies.

• Explore the possibilities to develop cooperative and collaborative programmes with Governmental and Non-governmental agencies.

Long term Goals:

• Develop functional Centres for collaborative ventures (School-wise).

Issue4 4.2: Improved industry interface

Short term Goals:

• Invite industry personnel to be members of the domain related Boards of Studies.

• Invite Industry experts as guest/adjunct faculty to bridge the institution-industry connect. Medium term Goals:

• Have functional internships and apprenticeships for students across relevant industries.

• Develop internship programmes for Certificate, diploma and PG diploma in collaboration with relevant industries and other agencies.

Long term Goals:

• Establish and Industry-institution centre for promoting academic and business ventures.

Issue 4.3: Enhanced community outreach to make education holistic and practical

Short term Goals:

• Review the extension activities of the University to identify focus areas.

• Strength the Community engagement activities across all schools

Medium term Goals:

• Establish a Centre for fostering Community Engagement as per the UGC norms

Long term Goals:

• Bring on board appropriate personnel for strengthening the Centre and making it visible and sustainable

Issue 4.4: Promote Branding of the Institute

Short term Goals:

• Work out an institutional SWOC for identifying the institutional USP.
Medium term Goals:

• Identify mechanisms and processes for branding the institution on the USP as identified

Long term Goals:

• Review the Branding and promote it for internalization of University education

ELEMENT 5: RESEARCH AND SKILL DEVELOPMENT

Issue 5.1 Promotion of research excellence and innovation both locally and globally

Issue 5.2 Enhancement in skills by fostering initiatives that make the University a skill hub

Issue 5.3 Improvements in graduates' employability

Issue 5.4 Multidisciplinary in institutes and research collaborations

Issue 5.1: Promotion of research excellence and innovation both locally and globally

Short term Goals:

• Promote a multidisciplinary research culture.

• Promote Ph.D. programs in multidisciplinary areas.

• The faculty to attain doctoral degrees in new-age domains

Medium term Goals:

• Develop Centres of Excellence in multidisciplinary research areas.

• Promote innovative and collaborative research activities.

Long term Goals:

• Identify spin-off companies for developing products from the research outcomes.

• Establish a functional Incubation Centre to promote Entrepreneurship and business acumen amongst students.

Issue 5.2: Enhancement in skills by fostering initiatives that make the University a skill hub

Short term Goals:

• Promote skill development in academics and research.

• Establish a Skilling Centre to promote the above.

Medium term Goals:

• Explicate the vision and sectorial opportunities under the National Skill Development Council of India [NSDCI].

• Look out for mandates of the National Committee for Integration of Vocational Education (NCIVE) and take appropriate action/s.

Long term Goals:

• Have regular skill development Exposes through inter-University ventures

• Seek partnerships with skilling centers across the Nation and abroad.

Issue 5.3: Improvements in graduates' employability

Short term Goals:

• Strengthen the Pre-placement training programmes and Placement Centre of the University.

• Tweek the curricula of relevant programs phase-wise, to render them directed towards enhancing employability.

• Review the employability enhancement components of existing programmes.

• Motivate the students to improve their communication skills to perform better in interviews and competitive forums.

• Encourage participation of students and Faculty in competitive quizzes.

Medium term Goals:

• Appraise the students to popular and value-adding media programmes to enhance their thinking in terms of improving their General Knowledge [GK] and Current affairs in the business world and economics

• Encourage students and faculty to undertake socio-economically-relevant ventures.

• Design and implement industry-specific courses to enhance employability.
Long term Goals:

• Keep and improve the data-base and analytics of employability of the University graduates and postgraduates.

• Strengthen the Alumni Association to improve the Employability of learners through iterative networking, motivational speeches and work-place related training (attitudes, etiquettes, interview skills, dos and don'ts, Team work and Leadership)

Issue 5.4: Multidisciplinarity in institutes and research collaborations

Short term Goals:

• Establish multidisciplinary academics in the institution.

• Start with inter-departmental multidisciplinary engagements and collaborations.

Medium term Goals:

• Understand the nuances and requirements of evolving the University into a Multidisciplinary Education and Research University as per NEP 2020.

Long term Goals:

• Realize a sustainable model of a MERU.

• Establish National and International research collaborations with Lead HEIs.

CONCLUSION:

It is the earnest desire of St Aloysius (Deemed to be University) to evolve into an Institution of Eminence through meticulous implementation and operation of the Institutional Development Plan as conceived and elaborated above. The institution is committed to realize its aspirations of forming men and women of Competence, Commitment, Compassion and conscience through appropriate allocation of time, institutional and personnel energy and revenue generation/mobilization towards its set goals. As St Aloysius Institutions have had a long experience and commitment to education from KG to PG and beyond, it will leave no stone unturned to achieve its well-laid out IDP for the University.

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