



KLE ACADEMY OF HIGHER EDUCATION AND RESEARCH

[KLE DEEMED-TO-BE-UNIVERSITY]
[Established under Section 3 of the UGC Act, 1956 vide MHRD,
G.O.I Notification No.F.9-19/2000-U.3(A)]

VISION

2030

**Development Plan of the University
with a long term perspective**

By
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“It is knowledge alone that will save us
in every department of life-in knowledge is worship.
The more we know the better for us”

- Swami Vivekananda

Preface

An explicit vision is quintessential for the growth & development of any university. The vision statement of the university must stir the imagination & motivate all the stakeholders to a greater level. It is essential step in building an academic consensus on a broad development strategy. The vision identifies the potential risks & bottle necks & their possible solutions in order to mobilize efforts in a focused manner.

EMBLEMATIC INSIGNIA



The Emblem of the University is a Philosophical statement in Symbolic.

The Emblem...

A close look at the emblem unveils a pillar, a symbol of the 'Academy of Excellence' built on strong values and principles.

The Palm and the Seven Stars ...

The Palm is that of a teacher – the hand that acts, promises and guides the students to reach for the Seven Stars.....

The Seven Stars signify the 'Saptarshi Gnyanamandal', the Great Bear - a constellation made of seven stars in the sky, each signifying a particular facet of knowledge. Our culture says - The True objective of human life should be to Master Knowledge in its entirety.

The Seven Stars also represent the Saptarshis, the founders of KLE Society whose selfless service and intense desire for 'GnyanaDasoha' laid the foundation for the knowledge fountainhead called Karnatak Lingayat Education(KLE) Society.

The raised palm is our tribute to these revered souls.

Empowering Professionals....

'Empowering Professionals', the inscription at the base of the Emblem conveys that our Organization with its strength, maturity and wisdom will forever strive to empower the students' community to become globally competent professionals. It has been a guiding force for many student generations in the past and will continue to inspire the generations to come.

'SAPTARISHI' FOUNDERS



Shri H. F. Kattimani



Sri. B. B. Mamadapur



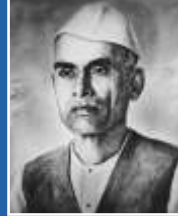
Shri P. R. Chikodi



Shri S. S. Basvanal



Shri B. S. Hanchinal

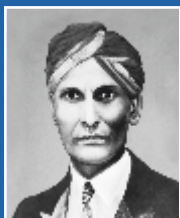


Sri. V. V. Patil

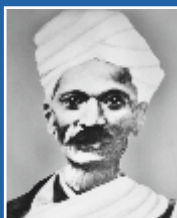


Shri M. S. Sakhare

PATRONS



Shri Saradar V.G. Desai



Shri Bahadur Desai



Shri Aratal Rudragoudaru

SPONSORING SOCIETY

KLE Society



(Established in 1916)

The Society was founded on the Core Values of Truth, Service and Sacrifice

The KLE Society founded on the Core Values of Truth, Service and Sacrifice was established as a single school on 13th November 1916 by seven visionary teachers with unconditional support from three benevolent patrons in an endeavor to transform the educational landscape in North Karnataka. In its journey that spans over a 100 years, KLE has embraced the needs of multiple locations in Karnataka and Maharashtra, and is providing high quality services in diverse disciplines including education, healthcare, research and agriculture. The organization today comprises 282 institutions with over 1,38,000 students and 18,000 faculty members and support staff. The educational services offered range from Pre-primary education to Post-Doctoral studies. KLE has made its mark in the healthcare sector by establishing an expansive setup comprising 4000+ beds including 1700 charitable beds. The quest for autonomy and upgradation has led to the establishment of KLE Academy of Higher Education and Research (KAHER), Deemed-to-be-University, for education & research in health sciences & allied disciplines, and the KLE Technological University (KLETECH), for technical education. Having established several academic and research with international universities including Thomas Jefferson University, the second oldest university in USA and secured research funding from major international research and donor agencies including National Institute of Health (USA), WHO, Bill and Melinda Gates Foundation, Children's Investment Fund Foundation, UK, KLE has emerged as a global brand in Education, Healthcare and Research.



KLE Society

(Established in 1916)

Shri Mahantesh S. Koujalgi	B.Com.	President
Shri Basavaraj S. Tatawati	B.A.	Vice- President

MEMBERS OF THE BOARD OF MANAGEMENT

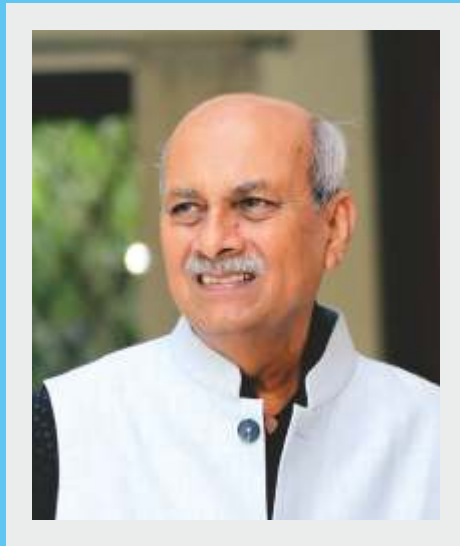
Sl.No.	Name	Designation	
01	Dr. Prabhakar B. Kore	Chairman	
02	Shri Shankaranna I. Munavalli	Member	
03	Dr. Virupaxi S. Sadhunavar	M.B.B.S.	Member
04	Shri Shrishailappa C. Metgud	B.Com.	Member
05	Shri Y. S. Patil	M.A.,KAS(Rtd)	Member
06	Shri Mahantesh M. Kavatagimath		Member
07	Shri Anil V. Patted	B.Com.	Member
08	Shri Jayanand M. Munavalli		Member
09	Shri Basavaraj R. Patil	B.A.	Member
10	Dr. Vishwanath I. Patil	M.B.B.S.	Member
11	Shri Amit P. Kore	B.E., M.B.A.	Member
12	Shri Praveen A. Bagewadi	B.Com.	Member

NOMINATED FROM THE CATEGORY OF LIFE MEMBERS FOR A PERIOD OF 2 ½ YEARS

13	Dr. Preeti K. Doddwad	M.D.S.	Member
14	Dr. Sudha A. Raddi	M.Sc.(N),M.Phil.,Ph.D.	Member
15	Shri Shivanand D. Shiragave	M.A.,B.Ed.	Member
16	Dr. B. G. Desai	M.Pharm., Ph.D.	Secretary

A Visionary par excellence ...

Whose leadership is
a never ending resource of energy!



SHRI PRABHAKAR B. KORE

Chancellor
&
Chairman of KLE Society, Belagavi

KLE ACADEMY OF HIGHER EDUCATION & RESEARCH, BELAGAVI

BOARD OF MANAGEMENT

Names	Designation
Prof. (Dr.) Vivek Saoji Vice-Chancellor, KAHER	Chairman
One Eminent academician to be nominated by the Central Government in consultation with UGC	
Dr. Shrinivas Shankarappa Balli Professor (CAS), Mechanical Engg. Dept., Basaveshwar Engineering College, Bagalkot	Member
(MHRD Nominee) Eminent academicians, who shall have functioned at the rank of Professor, to be appointed by the Chancellor from among persons unconnected with the Institution Deemed-to-be-University as well as the sponsoring body	
Dr. S. Sacchidanand Former Vice-Chancellor, Rajiv Gandhi University of Health Sciences, Karnataka	Member
Dr. C. K. Kokate Former VC, KAHER & Former VC, Kakatiya University, Warangal	Member
Dr. Y. M. Jayraj Former Vice-Chancellor, Pravara Institute of Medical Sciences, Loni	Member
Dr. S. Kumar Former Chancellor, Sri Devaraj Urs Academy of Higher Education and Research, Kolar	Member
Maximum four nominees of the sponsoring society / trust / company	
Mr. Amit Kore Board of Management, KLE Society, Belagavi.	Member

Names	Designation
Dr. B. G. Desai Secretary, Board of Management, KLE Society, Belagavi.	Member
Dr. V. D. Patil Director, KLE Hospital Development and New Projects, KAHER, Belagavi	Member
Member Two Deans of Faculties (By rotation based on seniority)	
Prof. (Dr.) N. S. Mahantshetti Dean, Faculty of Medicine	Member
Prof. (Dr.) Prashant Jadar Dean, Faculty of Ayurveda	Member
Two Teachers (from Professors, Associate Professor) by rotation based on seniority	
Dr. Sanjiv Kumar Dean, Faculty of Physiotherapy and Principal, KLE Institute of Physiotherapy, Belagavi	Member
Dr. M. S. Ganachari Professor & Head, Department of Pharmacy Practice, KLE College of Pharmacy	Member
Non-Member Secretary	
Prof. (Dr.) V. A. Kothiwale Registrar, KAHER, Belagavi Secretary	Ex Officio Member
Dr. Jyoti M. Nagamoti Controller of Examinations, KAHER, Belagavi	Special Invitee
Dr. (Mrs.) Alka D. Kale Principal, KLE VK Institute of Dental Sciences, Belagavi	Special Invitee

KLE Academy of Higher Education and Research, Deemed-to-be University (KAHER) established in 2006 functions in accordance with the ethos and rich legacy of philanthropy and charity of the parent organization, namely the KLE Society. The University has clearly stated vision, mission, goals and objectives. The vision and mission of the constituent units are in accord with the motto of the University Emblem- "EMPOWERING PROFESSIONALS". The academic, administrative, curricular and extracurricular activities are linked to the vision and mission statements.



OUR VISION

"To be an outstanding university of excellence ever in pursuit of newer horizons to build self-reliant global citizens through its assured quality health science program."



OUR MISSION

- To promote sustainable development of higher education consistent with statutory regulatory requirements

- To plan and continuously provide necessary infrastructure, learning resources required for quality education and innovations

- To stimulate and extend the frontiers of knowledge, through the faculty development and continuing education programs

- To make research a significant activity involving staff, students and society.

- To promote industry/organization interaction/collaborations with regional/ national/international bodies.

- To establish healthy systems for communication among all stakeholders for vision oriented growth

- To fulfill the national obligation through the Rural Health Mission

The Vision and Mission are aptly reflected in academics and the administrative governance. The leadership based on vision and mission has set up a road map for the growth and futuristic development. It also ensures implementation and continuous improvement by active and constructive inputs from various stakeholders to reinforce a culture of excellence in academics and administration.

For the effective deployment of the strategic plan, the leadership provides adequate human as well as financial resources, makes a periodic review and monitors its implementation.

The leadership at KAHER is proactive. It is responsive to the current needs of all stakeholders and has a futuristic vision for growth and development. There is an awareness regarding contemporary best practices in higher education, particularly, education in health sciences. Thus, KAHER ensures holistic and all-round development of students.

The Chancellor is a visionary leader with a world view. Under his leadership KAHER has established world class infrastructure, has developed and incorporated modern teaching learning methodologies and has forayed into research, both and qualitative as well as quantitative. There have also been significant contributions to healthcare services in North Karnataka and South Maharashtra.

The Officials of KAHER, various Heads of Institutions, Deans and Directors are domain experts and contribute significantly to progress of the university. With this team of dedicated and committed leaders KAHER has been able to create a positive environment for sustained academic and professional growth.

The organogram of the University represents decentralization and participative management in both administrative and academic aspects. Administrative posts are rendered on rotation basis as a qualitative measure for enhancement of skills and competencies to ensure effectiveness. Bye-laws and policy frameworks are stringently followed, appropriately revised and amended. The University focuses on identifying organizational needs, developing e-governance strategies and contributing to the organization's management system- all of which have reinforced a culture of excellence in administration, academics, research and other extracurricular activities.

Apart from various Statutory Committees for the ease of administration, a decentralized and participative management strategy has been developed. Governance is supplemented by the formation of various committees such as Offices of Directors of Students Welfare, Academic Affairs, Research, University Department of Education for Health Professions, Student Councils, Alumni etc., to delegate responsibilities. This ensures academic and extra-curricular activities are conducted as per the calendar of events.

A centralized finance section prepares the university budget and manages and supervise accounts of all the constituent units.

The rules and regulations framed by the university are followed by the constituent units. Every unit has its internal governance structure for systems management. The Heads of the unit are delegated with full academic freedom to follow the curriculum and suggest changes after discussing in board of studies for implementation. Principals of the constituent units are also given financial freedom for gainful utilization of budgetary provisions. Effective leadership is visible in the all-round progress of the Institution with its unique and innovative practices.

The Institutional governance functions through a participatory system of statutory bodies like:

1. Board of Management
2. Academic Council
3. Faculties of Health Sciences/Departments
4. Board of Studies
5. Planning & Monitoring Board
6. Finance Committee

Non-statutory bodies like:

1. University Advisory Committee (Think Tank)
2. Board of Examinations
3. Library Committee
4. Research Coordination Committee
5. Internal Quality Assurance Cell
6. Advisory Committee of UDEHP
7. Research Grants Committee
8. Publication and Extension Service
9. NSS Board & NSS Advisory Committee
10. Employment & Placement Cell
11. Board of Sports & Cultural activities
12. Student Council
13. Grievance & Redressal Committee
14. HRC for SC/ST/OBC minority
15. Anti-ragging committee
16. University Cell for Women/ICC
17. Scientific Advisory Committee
18. Ethics Committee
19. Selection Committee for Faculty Recruitment
20. Building & Works Committee
21. University Alumni Committee

Long Term Vision

Marching ahead from 'Vision 2020', KAHER has framed 'Vision 2030' document, a 10 years rolling plan and a 5 year strategic plan that will serve as a road-map for its further development. The 2030 vision will be demarcating development under three stages namely, immediate goals, mid-term and long term goals.

At regular intervals the vision document is visited to monitor and analyze the progress and achievements. KAHER has fulfilled 95% of its objectives stated in the 'Vision 2020' document. The unfulfilled goals have been critically reviewed. Feedback from all stakeholders and administrators has helped in redefining the goals to make them achievable.

KAHER continues to build on its goals and commitments towards research, teaching-learning, infrastructure, use of ICT and advancement in patient care. Accordingly, the University has planned, prioritized and phased what is to be achieved over a period of 5 and 10 years (2021-2030).

The Vision:

- Is aligned to the core values of the organization
- Is in tune with National Education Policy (NEP) 2020 - Newer paradigms in Education
- Incorporates - Professionalism, Human values, Ethics and 21st Century Skills
- Includes flexible curricula with Inter-professional linkages
- Explores newer frontiers of research in basic sciences and emerging areas
- Integrates technology in programs and services

For the ease of implementation the action plan is divided into the following segments.

1. Vision with Values

The University is committed to establishing a Culture of quality with an incessant Quest for knowledge through the Spirit of enquiry. Instilling a culture of discipline along with innovation through out of box thinking and ensuring accountability and responsibility are the key areas of focus.

2. Academic Culture

The academic culture of the University will be guided by the principles enunciated in the National Education Policy 2020 and will seek to incorporate and promote Competency Based Medical Education and Competency Based Nursing Education in the faculties of Medicine and Nursing. The faculties of Dentistry, Pharmacy and Physiotherapy will integrate Outcome Based Education in their curricula. The faculties of Ayurveda and Homeopathy will also seek to adapt their curricula to the needs of the changing times.

The teaching-learning methodologies will incorporate Innovative student centric T-L practices, Technology in education and Humanities in Health Professions Education. The University will endeavor to develop dual degree programs and establish twinning programs and student and faculty exchange programs with international and national universities of repute.

KLE Academy of Higher Education and Research is uniquely positioned to evolve a Holistic and multidisciplinary approach. Apart from KLE Technological University, KLE Society has a number of Higher Education Institutions (HEIs) from Liberal Arts to Basic Sciences to Law and Management, many of them enjoying autonomous status from UGC. KAHER will harness this enormous potential to develop Inter-disciplinary, Multi-disciplinary and Inter-professional educational and research programs.

The University will utilize the academic flexibility and provide opportunities for students to choose and chart one's their own course of learning by providing Vertical and horizontal mobility, Multiple entry and exit points and Lateral Entry. The University will adopt the system of Credit transfer and credit bank for the aforesaid courses with Research and Teaching Intensive Universities.

Within the framework of the autonomy provided by the regulatory bodies, the University will introduce innovative courses focused on developing life skills such as- Leadership, team work and communication skills, Critical thinking and decision making, Professionalism and ethics, Change management and change control.

The examination system will be reformed by introducing innovations in student assessment with a focus on frequent and formative assessments

Through collaborative efforts with private philanthropic entities, the university will create equal opportunities for all. There will be an emphasis on self-disclosure.

The university will initiate measures to attract foreign students

3. Infrastructure - Technology

There will be greater emphasis on equity and access, development of e-resources and e-content, increasing use of Virtual/simulation labs and data centres and enhancing ICT facilities for teaching-learning, research and other support services along with the establishment of a completely digitalized library. The University will also fully implement e-governance for administration.

There will more focus on inter-disciplinary research with technological institutes.

The University will continue to upgrade the services and infrastructure of the Hospital consonant with the technological advances in diagnostics and therapeutics.

The Green initiatives on the campus will be further augmented by enhancing the usage of renewable energy sources.

4. Research

The university will continue its efforts towards emerging as a leading research university. For fulfilling this objective, the university shall develop a corpus fund for research. By nurturing the existing collaboration with National Institute of Traditional Medicine of ICMR, Belagavi and capitalizing on the rich repository of traditional medicine plants located in the biodiversity hotspot of the Western Ghats, the University will seek to research and develop alternative therapies of Indian traditional systems of medicine.

Simultaneously, the university will also promote research in the fields of Genomics, Nano medicine, biomarkers, micro nutrients as well as a variety of Communicable and Non Communicable diseases including emerging viral diseases. The university will augment its Basic Science Research Centres with advanced techniques of Tissue Culture and Immunoassays and develop Cell Repositories.

5. Human Resources and Faculty development:

Human resources remain the greatest asset of any organization. The university shall upgrade faculty knowledge and skills to meet contemporary and advanced needs through continuous professional development programs in collaboration with national and international institutes of repute. Training and encouraging faculty involvement in quality research will continue to be a point of focus

6. Student support and progression:

The university shall continue to promote gender equity and inclusiveness, provide scholarships and free-ships to deserving students, facilitate skill enhancement through value added courses and promote participation in co- and extra-curricular activities

7. Community Engagement

Engaging communities through the development of Public-Private-Partnership models is an essential prerequisite for the successful translation of research to policy to practice. The university shall accomplish the same through the adoption of villages and schools. Outreach activities like health checkup camps, awareness campaigns and screening programs for the rural unreached population will be prioritized.

Time-line for Vision 2030

Parameter	0 to 5 Years	5 to 10 Years
Existing Academic	<ul style="list-style-type: none"> Existing multidisciplinary courses will be strengthened further. Align nomenclature of degrees awarded with international nomenclature wherever applicable 	<ul style="list-style-type: none"> Every 3 years feedback & SWOC analysis for the further strengthening as an on-going process. Horizontal & vertical integration of courses through CBCS (Choice-Based Credit System)
Existing Research	<ul style="list-style-type: none"> Existing research will be up scaled with international collaborations 	<ul style="list-style-type: none"> Patenting & translating outcomes of existing research
Proposed Academic	<ul style="list-style-type: none"> Develop new degree, dual, bridge, track programs, inter-disciplinary programs in areas of emerging technology & healthcare needs & roll out the same. Wherever possible maintain international nomenclature 	<ul style="list-style-type: none"> Collaborate with top global institutes for academic input, student & faculty exchange & vertical integration of courses through CBCS Sustain and improve existing collaborations
Proposed Research	<ul style="list-style-type: none"> Establish infrastructure, collaborations, networking. Procurement of advanced equipment International & national collaborations with industries, NGOs, institutions of repute, foundations, etc. 	<ul style="list-style-type: none"> Patenting & translational research outcomes into practice & policy Sustaining collaborations Roll out new projects
Foreign/ Foreign faculty	<ul style="list-style-type: none"> Support internal faculty for international degree/certification Recruit renowned foreign faculty 	<ul style="list-style-type: none"> Recruit faculty of international repute Maintain 30% foreign/foreign qualified faculty
Student admission	<ul style="list-style-type: none"> Continue the existing transparent merit based selection through accredited qualifying exams. Eg: NEET, GRE, GPAT, etc. Develop a policy to attract admissions in allied, interdisciplinary health science and PhD programs 	<ul style="list-style-type: none"> Flexible policy for foreign meritorious students Sustainable admission policies as per international standards
Faculty Students Ratio	<ul style="list-style-type: none"> 1:7 	<ul style="list-style-type: none"> 1:5
Student Enrolment	<ul style="list-style-type: none"> 6000 	<ul style="list-style-type: none"> 8000-10000

Parameter	0 to 5 Years	5 to 10 Years
Research Laboratories	<ul style="list-style-type: none"> Augment & strengthen existing laboratories 	<ul style="list-style-type: none"> Establish new laboratories & equip with infrastructure for cutting-edge scientific research Further strengthen & roll out more advanced laboratories
Innovation	<ul style="list-style-type: none"> Collaborations with pharma industries, institutes of biotechnology, etc. 	<ul style="list-style-type: none"> Research focused on innovations will be an on-going process
Collaborations	<ul style="list-style-type: none"> Identify foundations, NGOs, industries, global universities which share the same vision and mission. 	<ul style="list-style-type: none"> Continuous cycle of developing & submitting operational research protocols aiming at policy changes & innovations in biomedical technology
Finance	<ul style="list-style-type: none"> Explore generating financial resources through consultancy, funded projects and various services offered by the University Building a sizable corpus for adopting newer technologies and meeting the challenges of disruptive changes 	<ul style="list-style-type: none"> Augmentation by 30 percent in finances to ensure long term financial stability for long term sustainable growth and development
Faculty: Publication ratio	<ul style="list-style-type: none"> 1:1 	<ul style="list-style-type: none"> Mean rate of one publication per faculty (1:1) will be maintained. Higher quality standards will be achieved by publishing in indexed, peer-reviewed journals with high impact factors
Library	<ul style="list-style-type: none"> Collaborations for becoming part of larger consortium for online available scientific literature Inter-library loan facility 	<ul style="list-style-type: none"> Fully-automated - digitalized world class library
Student Amenities	<ul style="list-style-type: none"> Strengthening of existing amenities 	<ul style="list-style-type: none"> Augmentation & upgrading of all amenities
Accreditations national & international	<ul style="list-style-type: none"> Sustain "Category A" rating by MHRD Govt. of India 	<ul style="list-style-type: none"> Initiating processes for International accreditations like JCI, ISO, WFMA , etc
Global ranking Target	<ul style="list-style-type: none"> To be among the Top 500 universities 	<ul style="list-style-type: none"> To be among Top 300 universities

GOALS

Immediate Goals (0-2 years)

- Starting of new super-specialty & fellowship courses
- Starting of the State-of-art comprehensive oncology facility
- Establishing a Medical college at Hubballi
- Establishing a new campus for Pharmacy & Homeopathy in Belagavi
- Commissioning of multi-specialty hospital in Pune
- Upgradation of Basic Science Research Centres
- Initiating incorporation of recommendations of NEP 2020
- Starting innovative, need based, job oriented, medium & short duration hybrid skill development courses in emerging areas.
- Introducing new interdisciplinary & inter-professional programs with an array of electives.
- Exploring opportunities for vertical & horizontal mobility in health sciences programs
- Scholarship for meritorious students
- Establishing “Centre for Professional Development”

Medium Term Goals (3-5 years)

- To develop Centers of Excellence for teaching, training & research in cancer, infectious diseases and nutrition & metabolic disorders
- To strengthen ICT infrastructure with seamless connectivity & app based solutions for enhancing student & patient experiences
- Introducing new interdisciplinary & inter-professional programs with array of electives.
- To explore opportunities in interdisciplinary research with focus on Data Sciences, Artificial Intelligence, Machine Language, Genomics, Proteomics, Personalized Medicine, etc.
- Augment & strengthen existing laboratories
- Patenting & translating outcomes of research
- To figure in the top 500 universities of the world

Long Term Goals (5-10 years)

- Integrated University – health sciences, technology, basic sciences, arts and humanities
- Secure funding from National Research Foundation for interdisciplinary research
- Delivering comprehensive healthcare through virtual platforms
- Preparing for disruptive onslaught of virtual 3D platforms (Metaverse)
- Developing newer hybrid educational models for the next decade
- To explore new frontiers in health care like Digital Therapeutics & Device Therapeutics
- Exploring opportunities for vertical & horizontal mobility in health sciences programs
- To undertake & make forays in new areas of interdisciplinary research with focus on Data Sciences, Artificial Intelligence, Machine Language, Genomics, Proteomics, Personalized Medicine, etc.
- Acquire international accreditations like JCI, ISO, WFMA
- Establishment of offshore campus for health science institutions
- Patenting & translational research outcomes into practice & policy
- To figure in the top 300 universities of the world

In conclusion, KLE Academy of Higher Education and Research will constantly endeavor to align its vision, goals and objectives to respond to the tenets espoused in the policy recommendations of the nation from time to time. The university is committed to the realization of sustainable development goals and to ensure the development of competent and compassionate healthcare professionals for building a healthy society.



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