



VINAYAKA MISSION'S RESEARCH FOUNDATION

(Deemed to be University under section 3 of the UGC Act 1956)

Strategic Plan Vision - 2030



Our Inspiration



Dr.A.SHANMUGASUNDARAM

Founder Chairman

Vinayaka Mission's Research Foundation (DU), Salem

Message



The Founder Chancellor Dr. A. Shanmugasundaram had established the Medical Educational and Charitable Trust in the year 1981, with a purpose of serving the rural people of South India by providing professional education, as he strongly believed that India can prosper only when equitable opportunities are given to rural people.

The philosophy inculcated in the system by the Founder Chancellor continue to remain our broad Vision. With this guidance we continue to provide quality education, healthcare, research in academic, industrial and multidisciplinary research by using state of the art technologies with experienced faculty and health care professionals. This has supported upliftment of rural and marginalised people for 30 years in our neighboring community by raising the standard in education, health care delivery and related community services with care, commitment, compassion and responsibility.



We strive to excel the cherished dreams of our Founder Chancellor's vision through continuing initiatives for excellence in academic, research, institutional, public services, partnership opportunities and diversity & inclusion.

Board of Management has drawn comprehensive plan with conviction which includes the ongoing support with investments, newer infrastructure, expansion programmes, and collaborative initiatives towards fulfilling the strategies drawn for 2030.

As part of the strategy the focus shall be in doubling the student's strength, vertical growth and horizontal expansion, inclusion of newer geographies, establishing Professionals Education Academy (PEA), International academic and research advisory board and digitization.

Fostering the unique capabilities of each students, specific initiatives are being developed and institutionalised for life skills enhancement, commitment to human and constitutional values, adherence to professional ethics towards holistic development of student as socially committed professional.

Teachers and faculty as the heart of the learning process are continuously being honed for skills in healthcare expertise, professional development, 21st century teaching and working environments, newer service conditions. Faculties are supported with continuous review of progress based on sustained research and regular assessment by educational experts towards innovation, out of box ideas and empowerment.

I am sure the framework being implemented for strategy 2030 shall ensure enhanced integrity, transparency, resource efficiency, autonomy for a very strong rural higher education system as well as continuous facilitation and support of community extension and philanthropic participation.

I am confident the eminent board of management, officers of the university, faculty at large shall continue to strive with passion and commitment for not only with newer advancement and focus areas but also treasure the rich, diverse, ancient, knowledge systems and tradition which is the pride of India.

Dr.A.S.GANESAN
Chancellor, VMRF(DU)



It is an Honour and excitement to structure the Strategic Plan 2030 of Vinayaka Mission's Research Foundation – Deemed to be University (VMRFDU). The Strategic Plan is our University process to accomplish specific goals and objectives. The purpose of the exercise is to provide a thoughtful approach to reaching our objectives based on in-depth analysis.

All of the staff and faculties at VMRF(DU) are mindful that the University has a responsibility for according a quality future. VMRF(DU) is shaping the country's education land-scape and we are honoured to be among the largest in the country, and it is an added merit that a significant proportion of India's health care professional were / are educated in its faculties.

It is fitting, therefore, that a Strategic Plan document is crafted focusing in innovation and research for all the way up to the year 2030.

As a leading educational organization, we do the right things, in the right ways, further right reasons. Our core values at VMRF(DU) help us pursue our vision to be among

the most responsible universities in India. Ethics is one of those core values - it guides our actions and decisions and is a constant reminder of what we believe and how we operate.

A culture with strong ethics means we operate with integrity. Ethics help foster an engaging study and research environment that positively influences our relationships with our students, teachers, patients, and the public that we aim to serve.

It is essential that the country's future corps of doctors, dentists, engineers, pharmacists, nurses, technicians, management consultants and scientists must have a thorough understanding of not only the academic and technical aspects of their chosen field of study, but also be truthful to the ethics of their profession.

VMRF(DU) is committed toward fostering and promoting a climate of innovation in the belief that innovation is a significant contributor towards competitiveness, growth and prosperity. The University places a high premium on instilling the spirit and faculties at VMRF(DU) will strive to successfully achieve the goals and objectives spelt out in the Strategic Plan.



Dr. S. Sharavanan Shanmugasundram
Pro-Chancellor, VMRF(DU)

Foreword



Vinayaka Mission's Research Foundation (VMRF), which was conferred Deemed University status in 2001, had a humble beginning in 1982 with the starting of one Pharmacy College. Today I am happy that we have expanded our presence in all dimensions in the last two decades with 13 Faculties in 20 constituent institutions in four campuses, covering Medicine, Dental, Engineering, Pharmacy, Homeopathy, Nursing, Allied health Sciences, Arts & Science etc. VMRF(DU) remains to be one of the very few Deemed universities in the country offering such diverse programmes including the traditional system of medicine viz. Homeopathy as envisaged in New Education Policy (NEP-2020), serving mainly rural and semi-urban populace. Our Vision, reflecting the Core Values nurtured by our Founder Chancellor, late Dr. A. Shanmugasundaram, has always been to impart quality education by adopting the latest technologies and innovative methods, provide quality health care with a human touch, following inclusive practices for a demographically diverse population with commitment, dedication, passion, responsibility and empathy for the poor and under privileged.



During the period (2015-20), our academic outcomes have improved very significantly, Research output in terms of Publications, Patents published/granted has increased. All our three medical colleges have increased intake for UG and PG programmes. Our Health care services have expanded beyond community health towards tertiary care in rural areas including telemedicine consultation. VMRF(DU) adopted 17 villages in Salem, Pudukcherry, Karaikal and Chennai... In our endeavour for improved quality, two of the medical college hospitals and the homeopathy medical college hospital have been NABH accredited, all the three medical college hospital laboratories are NABL accredited, the University and eight of the constituent institutions are ISO certified, VMRF(DU) is recognized by Department of Scientific & Industrial Research(DSIR) as a Scientific Industrial Research Organization(SIRO). Chennai campus is an approved MSME Incubation centers apart from the existing Salem campus MSME incubation center. VMRF(DU) faculties are recognized in ARIIA-2019 & ARIIA-2020 ranking.

In the last one year during COVID-19 challenging period, all our three Medical College and Hospitals have treated Covid-19 patients with 1000 plus dedicated beds and special care resulting in almost negligible mortality rate. The homeopathy medical college and hospital has created awareness on the best practices to be followed to face the pandemic and distributed about 1.5 lakh doses of Arsenic Album immunity boosters to the people in nearby villages. All the constituent institutes have provided online education to the students during this period without compromising on quality and conducted the physical and online examinations following the guidelines suggested by UGC.

We have envisioned an ambitious & challenging Strategic Plan for the next ten years to achieve excellence in Academics, Research, public services, institutional growth, enhanced infrastructure, increased partnership initiatives to tie up with world class Universities, research institutes and industries, improved diversity and inclusiveness through good governance without compromising our commitment to serve the rural community in our neighborhood .

Our vision plan is formulated in tune with the New Education Policy 2020 with the focus to be a world class University with National and International quality accreditations. We have plan to internationalize by attracting quality faculty and students from various countries, to promote ethnicity, multiculturalism, diversity, academic and research advancements, world class health care facilities and global exposure . VMRF(DU) will continue to engage itself with various Government of India Initiatives, WHO and UN initiatives

Board of Management is committed to support India as a developed country by providing world class education in all its faculties and nurture responsible new generation of students with global exposure, provide quality healthcare which is second to none with highest human ethos.

Prof. Dr. P.K. Sudhir
Vice Chancellor, VMRF(DU)

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About the University



'Vinayaka Missions' had its inception in the year 1981 with the establishment of the Thirumuruga Kirupananda Variyar Thavathiru Sundara Swamigal (TKVTSS) Medical Educational and Charitable Trust with a purpose of bringing technical and professional education to rural part of Southern India. Not far from then, in 1982, the Founder-Chairman, Dr. A Shanmugasundaram instituted the Vinayaka Mission's College of Pharmacy in Salem, the pioneer institution of Vinayaka Missions. From the humble beginning with 7 students in one programme in 1982 'Vinayaka Missions' has grown today and offers 117 Programmes in 13 faculties with student strength of 12890.

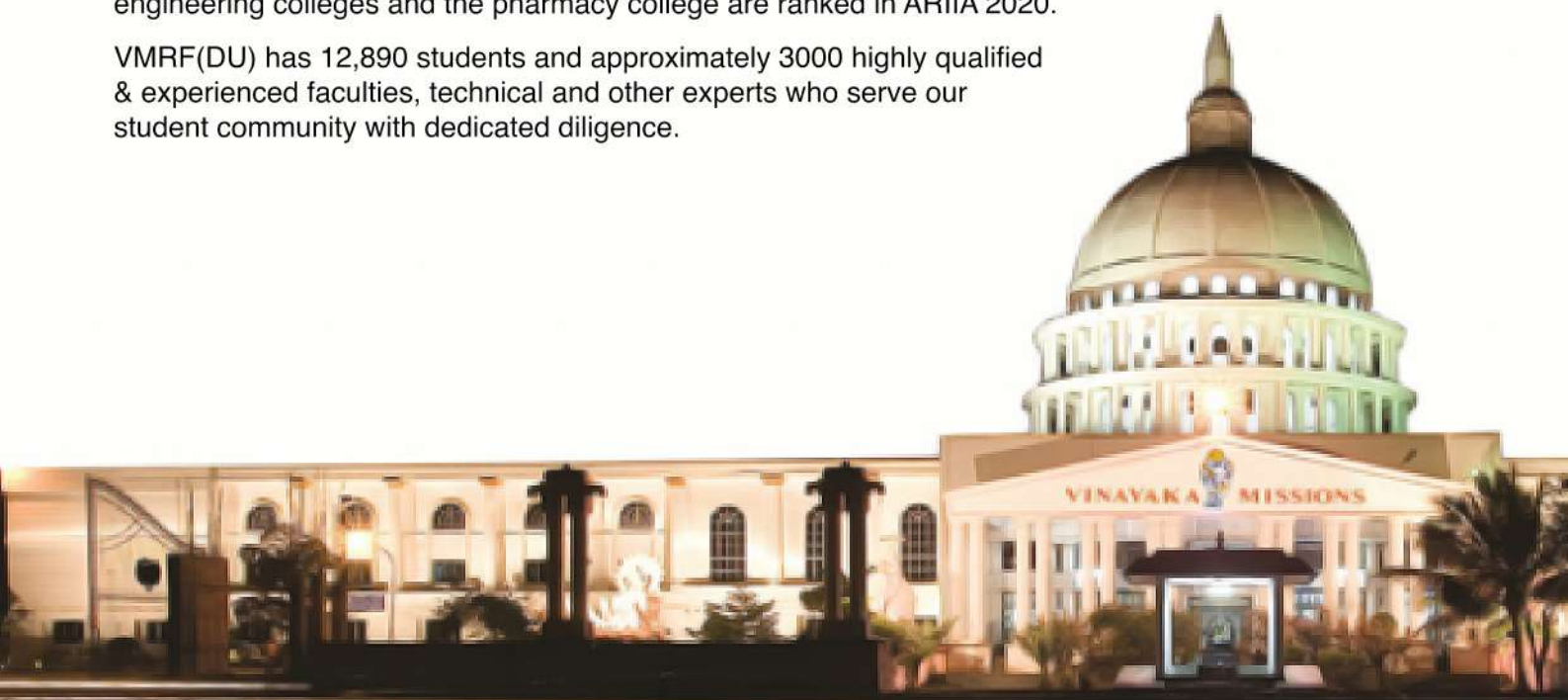
The vision of the Late Founder Chairman was to meet the growing educational needs of the rural Population that had paved the path for the various faculties to be added to the Vinayaka Mission's group of institutions. This led to the birth of Vinayaka Mission's Research Foundation (Deemed to be University) (VMRF (DU)) in the year 2001. The Ministry of Human Resources Development, Government of India, vide notification no. F.9-17/93-U-3 dated 01.03.2001, with the recommendation of the UGC under section 3 of the UGC act, 1956 recognized VMRF as Deemed to be university. Under the able guidance and leadership of the Late Founder Chairman the University transcended to become the "48th Deemed to be University" in India with 3 constituent colleges. In the year 2004, 10 more institutions were brought under the ambit of the Deemed to be university.

Currently with three decades of educational service to the community, the University has 13 constituent colleges and 7 schools spread across four campuses i.e., Salem, Chennai, Puducherry and Karaikal in the states of Tamil Nadu and the union territory of Puducherry in a total area of 267.50 acres with a total built-up area of 4,08,057.45 sq.m.

VMRF(DU) has the distinction of being one of the multidisciplinary universities, offering higher education in 13 different Faculties - Medical, Dental, Homeopathy, Pharmacy, Nursing, Physiotherapy, Allied Health Sciences, Engineering and Technology, Architecture, Management, Arts and Science, Education, Physical Education.

VMRF(DU) has 13 colleges and Seven Schools under these 13 Faculties like 3 Medical Colleges, 3 Nursing colleges, one each of dental, homoeopathy, physiotherapy, pharmacy colleges, two engineering colleges and 3 schools of allied health sciences, 2 Schools of Arts & Science, architecture etc. Two of the medical colleges teaching hospitals and one Homeopathy teaching Hospital are NABH accredited and all the three medical college virology laboratories are NABL accredited. Both the engineering colleges and the pharmacy college are ranked in ARIIA 2020.

VMRF(DU) has 12,890 students and approximately 3000 highly qualified & experienced faculties, technical and other experts who serve our student community with dedicated diligence.





"To achieve excellence in education and make education as a tool for social change for the betterment of the society"

Excellence in education across thirteen faculties prominently with health sciences is achieved through various student-centric teaching methodologies adopted by the university. VMRF(DU) has experienced, dedicated and talented faculty who are committed and help to achieve this excellence.

VMRF(DU) will provide holistic education with curricular and extra-curricular activities to ensure unity and integrity of all knowledge.

VMRF(DU) will provide an environment for sustained research which permeates across students and faculty to carry out Academic Industrial and Multi-disciplinary (AIM) research. Innovation and entrepreneurship are encouraged through outbox idea, autonomy, incubation, and empowerment.

VMRF(DU) establishment in rural and sub-urban location in the state of Tamil Nadu and Puducherry will provide an opportunity for students to encourage with local communities in institutionalizing social values of ethics, empathy, equality, cleanliness, spirit for social service, respect for public property, liberty, and social justice.

VMRF(DU)'s focus for education in rural areas as a public service will continue to develop a strong and vibrant rural community through sustained philanthropic, community and outreach programs in health care and non- health care areas.



"To spread education globally in the fields of Medicine, Dental, Paramedical, Homeopathy, Engineering, Management and Basic Sciences"

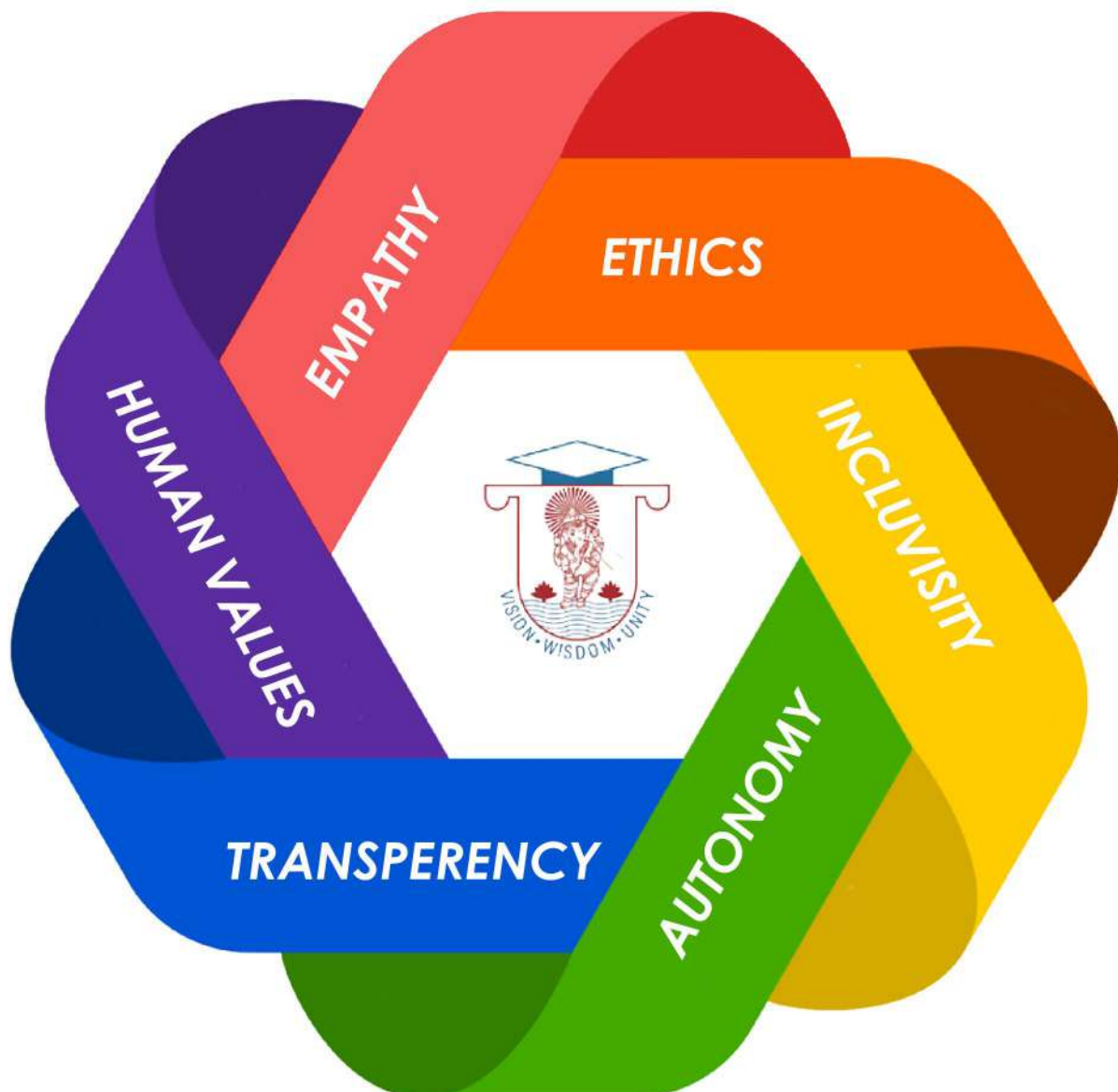
To achieve the mission, the university will strive to excel by:

- Fostering a collaborative environment through conducive, integrated & enhanced learning experiences with the emphasis on conceptual understanding for undergraduate, postgraduate, and doctoral students.
- Imparting quality education by adopting the latest technologies and innovative methods along with traditional teaching in all spheres of academics providing a congenial ambience.
- Focusing and emphasizing on student centric learning through simulation-based learning, case-based learning, problem-based learning, blended learning and inculcating creativity and critical thinking along with the traditional teaching to prepare the students to be globally competent.
- Providing excellent value based educational opportunities to create competent future leaders with deep sense of respect towards fundamental duties, constitutional duties and awareness of one's roles and responsibilities in changing world.
- Promoting inclusive practices for a demographically diverse student population.
- Providing a platform for interdisciplinary & multidisciplinary research to all students, faculty and research scholars and encouraging them to take up research projects, focusing on the outcomes that can be extrapolated to the emerging needs of the society.
- Providing a unique platform for students to explore their inventiveness and nurture their potential for entrepreneurship.
- Inculcating social responsibility in the mind-set of the students through active participation in outreach activities at the adopted villages and tribal centers



"VMRF (DU) core values will be inculcated across students, faculty, researchers, administrators, and external customers towards reflection of human and constitutional values"

VMRF (DU) Core Values



Evolving Context



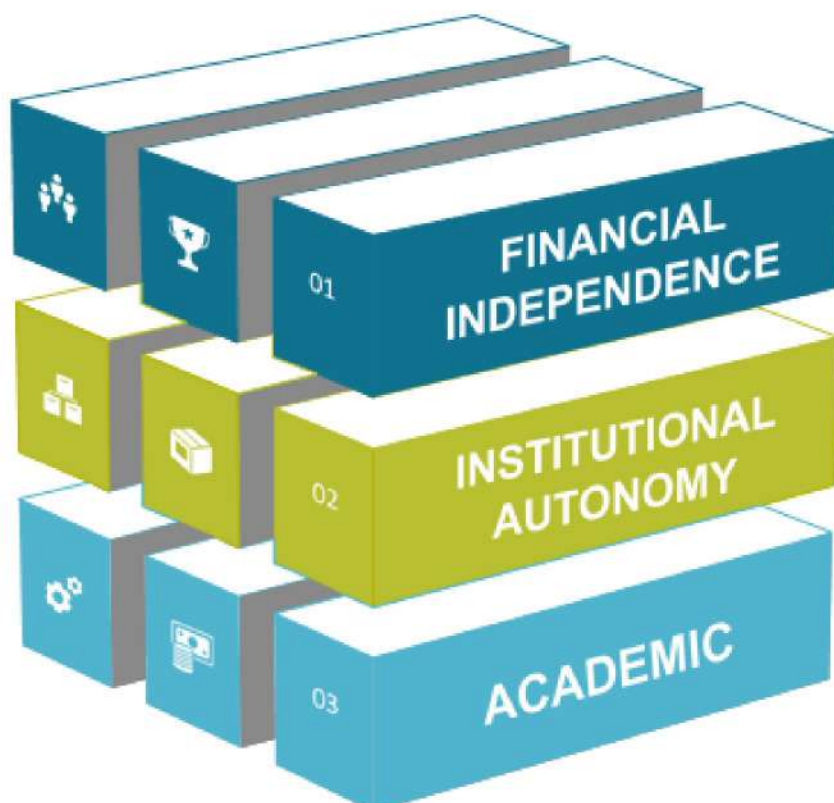
Vinayaka Mission's Research Foundation VMRF(DU) is a pioneer University in South India providing multi locational campuses in rural areas. We offer a multi-cultural experience with an ambience marked by the perfect harmony of living in diversity. The University is committed to offering education in the most professional manner and one that ensures enormous growth potential to the students. One of the largest universities in India, VMRF(DU) boasts of the most diversified education in terms of the number of faculties in, almost the entire gamut of academic disciplines.

World and more so India is undergoing rapid changes in knowledge landscape, which is aptly visible in global education development agenda reflected in the Goal 4 (SDG4) of the UN 2030 Agenda for Sustainable Development, adopted by India in 2015.

To accept this challenge our country has come up with the National Education Policy (NEP) of 21st Century which has the aim to develop the education system by 2040 that is second to none, with equitable access to the highest- quality education for all learners regardless of social or economic background. It emphasizes on development of creative potential of each individual. It also mentions about not only nurturing and preserving traditional education and medicinal system but also emphasizes on research and enhancement through education system. NEP emphasizes on enablement and empowerment of teachers for effective education delivery with quality control and accountability. It mentions that education is the best tool for achieving economic and social mobility, inclusion, and equality by catering to educational needs of on historically marginalized, disadvantaged, and underrepresented groups.

Vinayaka Mission's Research Foundation established the educational institutions in rural areas in four locations i.e., Salem, Puducherry, Karaikal and Chennai in the last four decades with a view to bring about social transformation and economic development in the rural population as envisaged in the current NEP 2020 also in tune with Vision and Mission of Vinayaka Missions Research Foundation.

Based on Vision and Mission of VMRF (DU) the core enablers identified are



Evolving Context



These enablers provide opportunities to offer

- New academic programmes
- Internationalization,
- Equity and Inclusion,

as per the need of the society leading to more employment opportunities in emerging fields.

Financial independence enabled adequate development of infrastructure, digitalization to provide quality education.

Institutional autonomy enabled neighbourhood eco system which supports proactive healthcare screening for non-communicable diseases, healthcare education, preventive health, creating culture for first time learners, rural community development through skilling and employment.

Academic freedom enabled through periodical assessment supports upgradation of academic and research infrastructure inline to changing technology and healthcare needs towards holistic education through skilling and employment.

VMRF(DU) growth will be centred around students holistic development, sustained and improvised public service activities and creating sustainable and excellence model across all the facets of higher education. The formulation of the 10 years strategic vision of VMRF(DU) is to reflect on institutional growth, identify areas of improvement and commit ourselves to set-up goals towards excellence.

VMRF(DU) enablers financial independence, institutional autonomy and academic freedom will further propel the university on its path to become a successful teaching and research institution by achieving excellence in following key areas.

- Academic Excellence
- Research Excellence
- Institutional Excellence
- Public Service Excellences
- Partnership opportunities.
- Diversity and Inclusion



Academic Excellence



VMRF(DU)'s academic programs prepare the students to be curious learners, critical thinkers who are self-directed. This enable students to become an ethical professionals in their chosen fields committed to the values of beneficence, justice, equity, innovation and entrepreneurship for the growth of their local communities, nation and the world at large. The University will provide learning experiences that are responsive to the needs of the stakeholders and is aligned to its vision.

University has developed curriculum that gives students opportunities to engage with ideas and learning material critically, in an environment focusing on experiential learning, teamwork and is community oriented.

The focus is on understanding the concepts and also its practical implications gained through the programs. University faculty adapt teaching styles that constantly encourages students to move away from rote learning to problem solving and critical thinking. The curriculum is dynamic in nature in tune with the societal needs. Assessment methods are comprehensive and flexible to respond to the diverse learning settings of different programs across campuses.

In its quest to be a top notched university in the next ten years, VMRF(DU) will focus on



Academic Excellence



Diverse academic programs

The focus will be to launch new inter disciplinary and multi-disciplinary programs in emerging areas based on futuristic applications in tune with recommendations of the Industry sectors, professional bodies and regulatory bodies. University has already commenced inter disciplinary programmes like



Artificial Intelligence & Data Science



Computer Science and Engineering with Cyber Security

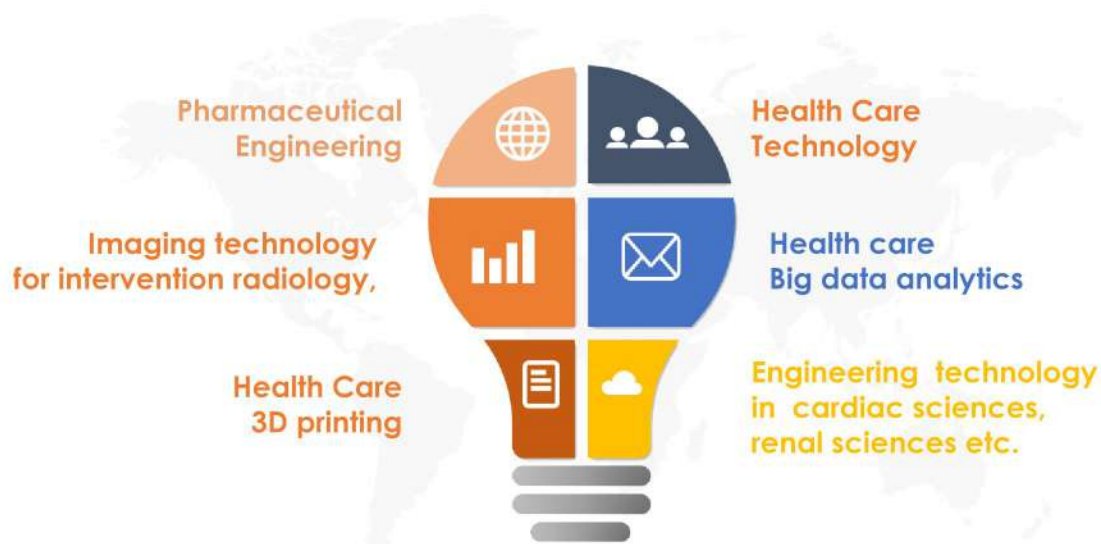


Computer Science & Engineering with Internet of Things

Newer inter disciplinary technology programmes as follows will be offered in near future in core engineering



Keeping the unique milieu of interprofessional education available in the University the focus will be to create multi disciplinary programmes that integrate Health Sciences with technology as in



are some multi disciplinary courses planned for the near future. The University intends to launch a minimum of 10 such programs in the next ten years.



Innovative Curriculum design, Pedagogy and delivery

VMRF(DU) is committed to

Revise the Curricula regularly to include content as recommended by industrial experts, professional bodies, alumni and other stakeholders, to meet the societal needs and to provide ready employment opportunities.

Flexibility in curriculum, which will be enabled through CBCS and Credit transfer help to enhance the flexibility in the course offerings including exit option, within the gambit of the regulatory bodies inline to NEP-2020.

Heutagogy, which will be enabled through

- Development and delivery of Online MOOC courses.
- Electives during the training period,
- Assigned Credits for social / entrepreneurship

Promotion of innovation entrepreneurship through

- Open wider areas for research,
- Creation of inter and multi- disciplinary courses with emphasis on skill development and value addition. University intends to make a minimum of 20 percentage of its courses as interdisciplinary in the next 10 years.

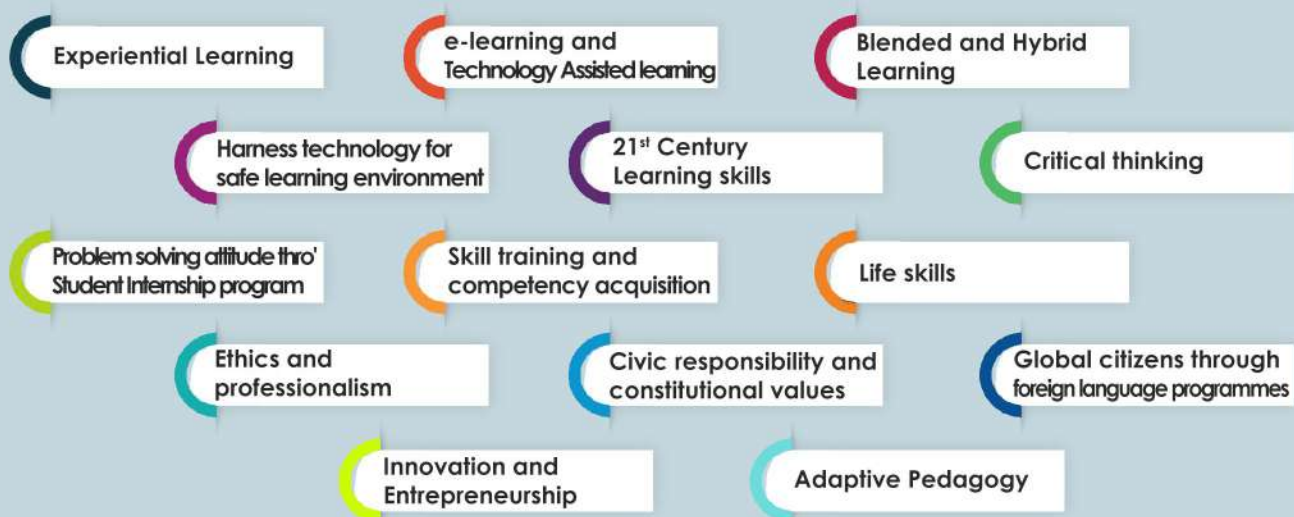
Effective pedagogy will be adopted to engage students more effectively with desired attributes that graduate students should lead very good personal, professional and public life with ethics. To engage students more effectively and to promote authentic learning, the pedagogy will focus on the following aspects:

1. Shift from traditional teaching to experiential learning as recommended in NEP-2020. The goal is learning by doing. Community based learning, Electives, Industry internships, Student exchange programs both within and outside the country will help the students to achieve this learning goal.
2. E learning and technology assisted learning to promote self-directed learners. Reflective practice, Dedicated curricular time for Self Directed Learning, Portfolio based learning and Self paced learning resources with self assessment help to develop learning skills.
3. Blended and hybrid learning methods to be used to ensure course and program outcomes.
4. Harness technology to provide safe learning environment especially for health care students using simulation and skills lab
5. The pedagogy will focus on learning to learn and 21st century learning skills like information seeking and data processing, critical thinking, collaboration, communication and creativity.
6. Critical thinking will be promoted through increasing focus on research and inquiry-based learning, case discussions, problem-based learning and projects based on community.
7. Problem solving attitude in professional life will be learnt in the student Internship programs and Student doctor program in healthcare sciences and during Industry internships in other disciplines.



Innovative Curriculum design, Pedagogy and delivery

5. The pedagogy will focus on learning to learn and 21st century learning skills like information seeking and data processing, critical thinking, collaboration, communication and creativity.
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8. Skill training and competency acquisition as needed in the market and is in-built into the curriculum.
9. Life skills for the students on communication, cooperation, team work, resilience, Human Values will be enhanced by focused practical based training programs. Patient communication skills will be promoted by using innovative AETCOM model developed by the Medical Council of India. The communication skills lab to be established as part of the simulation center will help in achievement of these skills. Dedicated curricular time, English, vernacular and foreign language classes focusing on written, verbal and non-verbal communications are some measures will be adopted to achieve this goal.
- 10 Ethics and professionalism in practice are integrated into the curriculum to make the students ingrain these values in their life and work. Ethical imagination and problem solving is enhanced by the Longitudinal Professionalism development modules and White coat ceremony in healthcare sciences.
11. Civic responsibility, constitutional values and managing societal expectations will be inbuilt in teaching learning and also in extra and co- curricular activities. Constitutional rights and responsibilities are emphasized and value added courses are based on this topic.
12. Our students are groomed as global citizens through Foreign language training programs, Cultural exchange programs, Semester abroad semester enabled through our MoUs with foreign University for student exchange as per the guidelines of the regulatory bodies
13. Entrepreneurship and Innovation are encouraged through dedicated curriculum time for project based activities. The University intends to establish Entrepreneur of the year award to motivate and encourage students and faculty engaged in Entrepreneurship and Innovation.
14. Use of adaptive pedagogy to provide diverse and ancient, modern culture, knowledge system and traditions towards sustainability. Semester aboard programs wherever possible will be introduced to provide international experience to the students.

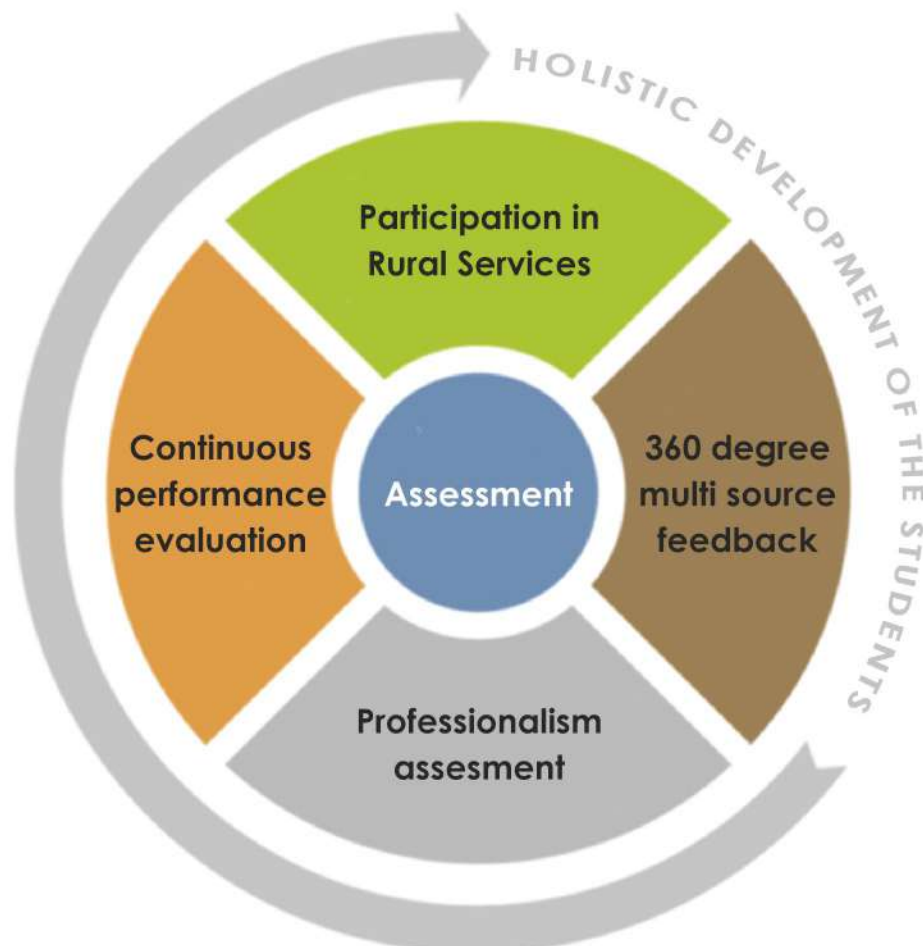




Assessment reforms

Comprehensive Assessment framework will be developed to continuously review, enhance and reform evaluation processes for teaching, learning, research activities through

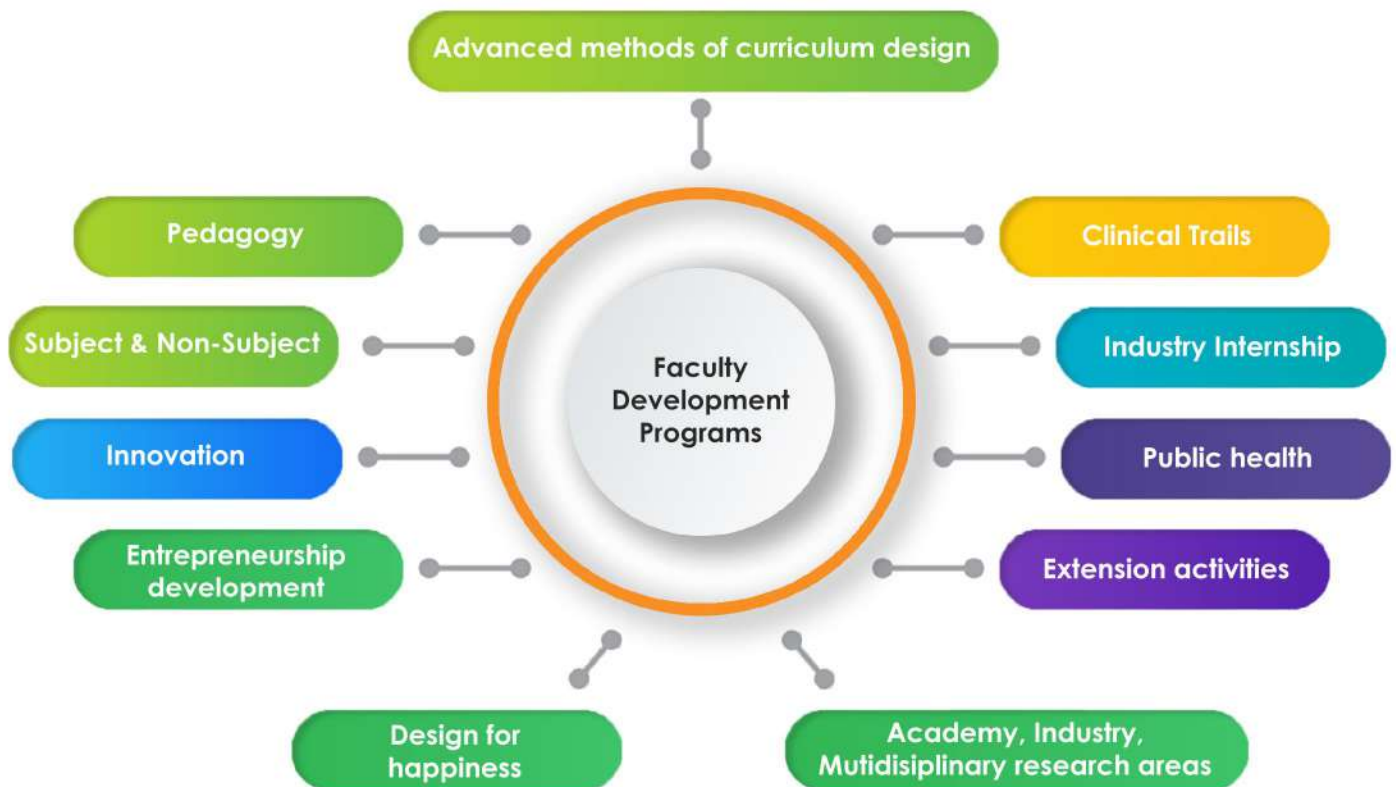
- Emphasis on Authentic assessment practices
- Quality Assurance, Quality enhancement and continuous quality improvement in examinations by adherence to the following best practices
 - o Pre-validation of question papers by a board
 - o Rubrics based assessment
 - o Bench marking of assessment by examiners
 - o Post validation of learning outcomes
 - o Feedback from examinees and examiners
- The process control will be monitored through
 - o Digitisation of exam process from planning to end
 - o Answer sheets to be made available to the examinees
- The University will evaluate to Introduce digital marking and tab based assessments in future for the non- regulated courses.
- The focus of Assessment will be Holistic development of the students as evidenced by





Faculty Development

University will continue to focus on FDPs to improve efficient and effective academic delivery, research output, societal extensions, skill development and leadership. especially in



Specific training modules will be created for the above focus areas following towards academic excellence

- Curriculum design and development
- Innovative teaching learning practices
- Authentic assessment techniques
- Mentoring and role modelling of students
- Personal and professional growth
- Use technology effectively in Teaching and Learning Assessment practices
- Measurement of program outcomes
- Refresher courses in new domain, technology and verticals
- Advance course on clinical skills
- Exposure to healthcare information technology
- Continuing Practice in telemedicine
- Robotic surgery
- Technology led clinical diagnostics and practices
- Contribution and involvement in National initiatives
- Collaboration with leading foreign institutions for upskilling
- Network with Institution of Eminence for cross skilling
- Pedagogy for teachers
- Mentoring and student support training
- Training on soft skills teaching
- Research capacity building
- Sustained Research development
- Academic leadership and strategic planning
- Setting personal and professional goals and achievement
- Industry connect and exposures
- Professional development and Institutional leadership
- Design and critical thinking
- Community and societal network

Teachers will be encouraged for diverse skill development using ARPIT and various MOOC platforms and physical training sessions. Academic leadership at all levels will be encouraged through decentralised governance. Faculty will be mentored to take up these diverse roles through Continuous professional development activities and the presence of mentors/ coaches and role models.



Faculty Support for Academic, Industry and Multidisciplinary research (AIM) outputs

- Faculty with a rich research profile and pedagogical skills will be recruited on a regular basis to support educational and academic excellence.
- Faculty members will be encouraged and sponsored to upskill, cross-skill by attending refresher, orientation programs, faculty development programs in emerging areas.
- Performance based incentives
- Retention plan for faculty members based on the performance
- Research and development support will be institutionalised across all faculty levels
- Professional bodies and Industry sectors will be engaged more for membership and collaboration,
- Long term and short term International programmes sponsorship
- Faculty members and Researchers will be supported for participation in international summits, presentation in research conferences, technology and healthcare conventions.
- Leadership Development Programmes for faculty will continue in IIMs and leading business schools.





Student attributes

- Positive attitude towards study will be empowered through motivation, autonomy, self-confidence and lifelong learning skills.
- Passion for chosen programme will be fostered and supported by holistic development to give an impetus for the 21st century students to forge ahead into the future for progress and advancement.
- Digital literacy will be promoted to support students to think and work independently apart from classroom teaching and learning. Technology supported virtual aids will be provided to learn skills as necessary to thrive in technology driven environment.
- Ability to persevere and complete task shall be encouraged by supporting effective collaboration with external industries, professional bodies, institution of eminence which will increase students' interactions, access to wide learning experience and student employment opportunities. This will also enhance student ability to be goal driven, work on committed schedules through dedicated efforts and achieve the perceived outcomes.
- An Inquiring mind will be developed and supported through critical thinking, problem solving skills of students to prepare them to adapt to any change and continue to perform at the best individual potential.
- Effective communication will be developed through a structured continuing program which shall help the students to confidently voice out ideas , participate in contests and inspire through effective verbal and written communication on technology, business and research aspects
- Ability to work with groups will be nurtured through diverse and inclusive campus to educate the students about different cultures, languages expectations, so that they can effectively collaborate with people from different geographical backgrounds in the future.
- Students will be nurtured through ongoing continuing programme for being respectful, courteous, honest, friendly, responsible and to abide by the human and constitutional values and to preserve the ancient traditions and knowledge systems, which is pride in India.
- A diverse and inclusive campus would be nurtured to educate the students about different cultures, languages etc., so that they can effectively collaborate with people different backgrounds in the future.

STUDENT

ATTRIBUTES



Positive attitude



Passion



Digital literacy



Ability to persevere & complete task



Ability to work with groups



Effective communication



An Inquiring mind



Human & constitutional values



Diverse & inclusive

Research Excellence



Research and innovation in education institutions is critical. The world's best universities throughout history shows that the best teaching and learning processes at the higher education level occur in environments where there is also a strong culture of research and knowledge creation (NEP 2020).

The need is to further strengthen to make India lead research and innovation in the 21st century, as a strong and enlightened knowledge society and one of the three largest economies in the world (NEP 2020).

VMRF(DU) will provide enriched academics and research environment for quality health care with immense opportunity for Academic, Industry and Multidisciplinary (AIM) research, which will be an area of impetus in the coming years.

With this focus, every constituent unit, the thrust areas of research are identified based on their field of specialization. The University has Strategic Vision plan to improve the research manifold in the coming years and achieve Research Excellence through AIM (Academic, Industry, Multi-disciplinary) research strategy. The methodology planned for higher research outcome and research excellence is through concerted efforts with significant investments

Research Governance

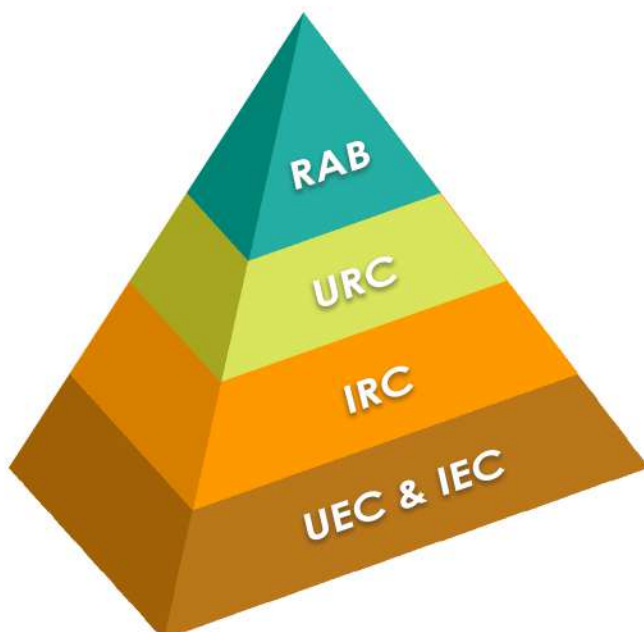
To guide the University to excel in Research and contribute significantly to the scientific growth of the Nation at large Research Advisory Board (RAB) with eminent Academicians & Scientists, supports in ongoing enhancement of the research policy and guiding the research activities.

University Research Committee (URC) is established to continuously mentor, guide and follow up the research progress in all the constituent institutions.

At the institute level, the Institutional Research Committee (IRC) will continue to monitor the progress of the research activities.

Clinical trial units are established in Salem, Karaikal, Puducherry for carrying out academic trials and will be progress for continuing regulatory trials through University Ethics Committee & Institutional Ethics Committees.

Exclusive Office of Innovation and Entrepreneurship will be established for promotion of innovation in the university and its constituent colleges.



Research Advisory Board

University Research Committee

Institutional Research Committee

University Ethics Committee and Institutional Ethics Committee



Research Manpower & Infrastructure

Dedicated full time researchers will be increased in the University and constituent colleges. Academic load for faculty will be adjusted to contribute more on publications in peer reviewed journals, research activities and innovation.

Following will be the major contributors to Research which will be increased with significant investments over the next 10 years.

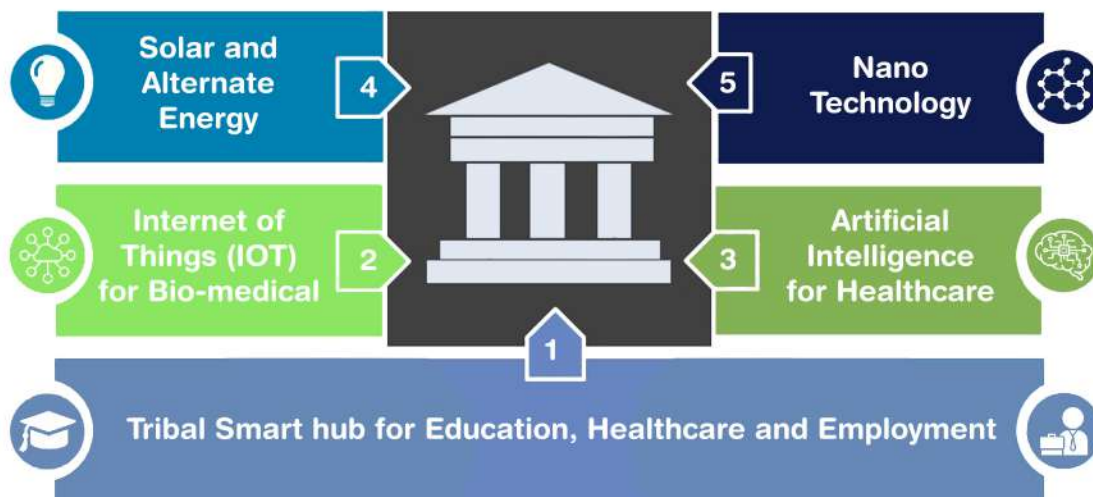
- Ph.D Scholars,
- Research associates,
- Post-Doctoral fellows will be taken from reputed institutions from Indian and foreign Universities.
- Dedicated faculty research time
- Research collaborations with leading national and international institutions
- Exchange program for researchers and research scholars with leading foreign universities.



- Centres of Excellence (CoE) will be established in health Sciences across



- Centres of Excellence (CoE) will be established in Science & Technology across





Innovation, Incubation & Startups

Innovation & Entrepreneurship Policy is formulated by the University which will be reviewed periodically by industry sector experts, Entrepreneurs, professional bodies and enhanced in line to the industry expectations. Make in India strategy is promoted in our incubation centers, and also amongst faculty and students. Flexibility is provided for involvement and engagement of students and faculty in innovation, incubation and startups through academic and research framework. Students and faculty are encouraged through regular interactions with industry experts, professional bodies, accomplished entrepreneurs.

VMRF(DU) continue to focus on the following areas which are periodically reviewed internally and externally and will be appended:

- * Robotics in health care
- * Renewable and affordable energy
- * Smart Electric vehicle

The detailed framework for monetizing technology transfer of incubated products, patents are provided for internal and external partners in innovation, entrepreneurship and startup.



Extramural, Intramural projects, Consultancy, Clinical Trials

VMRF(DU) will strive to achieve increased contribution in extramural, consultancy and Clinical trials through continuing concerted efforts and collaboration with external, government, private funding agencies and foreign universities. Seed money will continue to be provided for intramural projects and the contribution amount and distribution amount will be enhanced year on year. This will continue to support the ongoing Academic, Industry and Multidisciplinary(AIM) research which will result in increase in research outputs, outcomes, publications and overall research excellence. Faculty, students and collaborative partners are encouraged to execute extramural projects from the Government departments like ICMR, DST, DBT, AICTE, AYUSH etc..

International collaboration and linkage agreements will be signed with established Universities which will provide a continuous opportunity for the faculty exchange for collaborative research and to have hands on experience on state of the art research equipment. We will continue to encourage our faculty for executing extramural projects, consultancy and clinical trials through academic and research framework



Extramural, Intramural projects, Consultancy, Clinical Trials

VMRF(DU) will encourage students to carry out their UG Projects/PG dissertations in technology and health sciences faculties with access to research centers, clinical trial units, Centres of Excellence, incubation centers. We will continue to provide the funding for selected internal research projects by UG and PG students through annual seed funding budget.

Faculty expertise will be supported with domain orientation to newer developments in health sciences and technology space to enrich their scientific, process specific, industry sectoral knowledge to provide consultancy for organization and industry in crafting solutions for intricate and newer challenges.

All medical colleges have established academic clinical trial units which will be extended for regulatory clinical trials. Efforts will be taken for continuing collaboration with pharma manufacturer, medical devices companies, innovative healthcare wearable product companies. Faculty of Dental, Homeopathy, Pharmacy, Allied health sciences, Physiotherapy, Nursing shall also actively participate in clinical trial studies and shall established respective clinical trial units.

Publications & Patents

VMRF(DU) will continuously focus to augment the research infrastructure, recruit more research scientists, full time researchers and Research Associates to support ongoing Academic, Industry, Multidisciplinary (AIM) research, initiate new research programmes and publish indexed Publications & patents. The institutional research committee will regularly support the faculty and students for increased contributions in indexed publications. Metrics and measurements will be implemented to monitor the progress for research publications, research output and innovations.

Capacity Building

VMRF(DU) will continue to enhance the framework for Capacity building from need identification to deployable skills, which includes the following components towards holistic academic, industrial and multidisciplinary research activities



External experts and external research agencies are engaged in capacity building for the

- Identified thrust areas,
- Ongoing research
- Research roadmap pertaining to focus areas, centres of excellence, Innovation and incubation projects.

International research collaboration Awards & Incentives

VMRF(DU) will continue to encourage the faculty, students and researchers by giving awards and incentives for their quality research contributions. Faculty performance appraisal includes Key Result Areas(KRA) and Key Performance Indicators(KPI) for the research contributions apart from academic and extension activities.

Institutional Excellence



Excellence is a source which is owned by the institution without the others. VMRF(DU) institutional excellence will include dimensions of excellence in

- Leadership
- Service
- Infrastructure
- Knowledge
- Accreditation

VMRF(DU) aspires to be a leading teaching and research university to meet and exceed expectations of NEP- 2020





Leadership excellence

VMRF(DU) will continue to invest in leadership development and modern management with the following focus.

- Strategic vision and skills at constituent institute level
- Strategic vision and skills at Department level
- Academic support activities taking in to account expected developments in the system.
- Leaders will be honed with ability to have imagination, perception of future, building flexibility, change management, support to both internal and external stake holders.
- High potential faculty, employees will be identified regularly by human resources department and shall be coached for assuming newer, challenging and change management responsibilities.
- Holistic leadership development shall be supported with full time and short term management development program, international programs on strategic management etc..





Infrastructure excellence

Infrastructure excellence includes focus on expanding physical infrastructure, enhancing digital infrastructure and modernizing overall infrastructure which will support the changing requirements pertaining to people, processes, tools and technologies for academic and research activities

a. Physical Infrastructure:

VMRF(DU) multi locational campuses will have modernized physical infrastructure and shall continue to develop world class facilities for students, faculty, researchers and other stakeholders.

All campuses shall be upgraded with modern amenities for student and faculty to enhance campus life quality and productivity.

Academic laboratories will be enhanced in all the institutions with latest equipment, process and systems. New laboratories will also be established in emerging areas for interdisciplinary and multidisciplinary learning.

Design thinking centers will be established in all constituent institutions.

Student campus life will be made holistic with upgraded gym , indoor and outdoor sports facilities, swimming pool other recreational facilities.

VMRF(DU) will be committed for sustainable development and plan infrastructure for clean and renewable energy, water conservation, environmental preservation, and other green initiatives

b. Digital Infrastructure:

Digital infrastructure will focus on the following to connect, communicate and collaborate

- e-learning resources
- Digital class rooms
- Simulation and Skill training centers
- Virtual labs
- Information security
- Digital studios
- Digital library
- Private cloud infrastructure
- Process automation of end to end support activities
- Academic process automation
- Research process automation
- Asset management

c. Internet bandwidth, e-Learning enabled digital classrooms, fully functional Simulation and Skill training centres, Best in class Virtual labs will be established across all campuses. Flipped classrooms with best and conducive interiors and blended learning will be used for enhanced teaching. Digital Studios will be established in each campus to enable faculty to record their online classes and prepare MOOC courses.

d. Research Infrastructure:

To improve learning, students will be exposed to various related research techniques and methodology. In all the institutions Central Research Laboratories will be further augmented and new Research Centres will be established in emerging areas

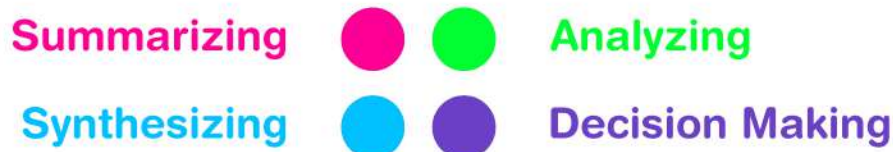




Knowledge excellence

VMRF(DU) will continue to enhance the knowledge framework towards the complete knowledge Management System (KMS). knowledge pertaining to Factual, Conceptual, Expectational, Methodological will be structured for sharing, reusing, enhancing, periodic upgradation for research , academic and purpose beyond.

Knowledge assets are captured as data, information, scenarios and stored in digital repository for the following activities towards knowledge excellence.



Data, information and output of academic and research activities are captured, refined, stored, managed and disseminated for knowledge excellence. This will support for the following

- Improve qualitative knowledge to students.
- Improve quantitative knowledge to faculty and researchers.
- Increase adoption of self-learning.
- Developing standard protocols for improved clinical outcomes
- Develop accelerators in health sciences and technology
- Reduce time to diagnose incidents and problems.
- Reduction in training time
- Faster adoption of newer or changed expectations.
- Responsiveness

Digital Library and learning resources will also be part of the Knowledge Management System (KMS) and shall be improved by



Implemented Knowledge management framework will be periodically reviewed, updated and institutionalized for academic , research , clinical services, extension activities and public health services.



Service Excellence

VMRF(DU) will continue to improve service excellence through internal customer and external customer model.

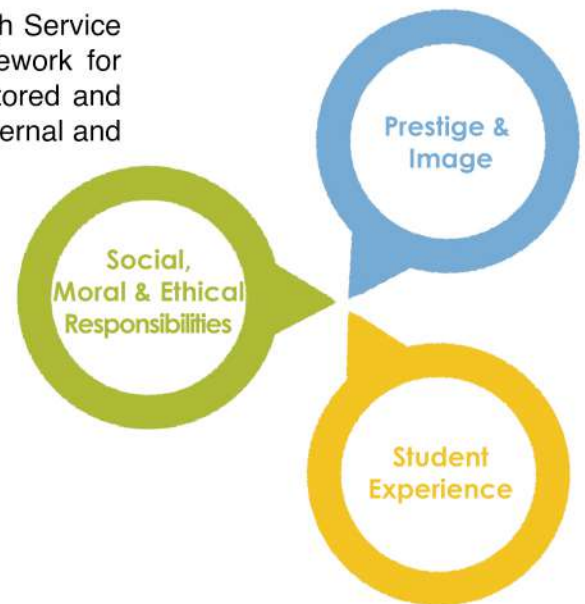
The services scope includes ongoing, regular and ad-hoc services rendered by support group to

- Students
- Faculty
- Researchers
- Administrators
- Suppliers
- External entities
- Other stake holders

The services provided to the above, will be managed through Service Level Agreements (SLA) in the service management framework for internal customers and external customers. SLAs are monitored and reviewed to ensure ongoing customer satisfaction for both internal and external customers.

The better-quality services of VMRF(DU) will support

- Prestige and image of the university and constituent institutions,
- Social, moral and ethical responsibility of all university stake holders
- Entire student experience to be cared for as a person who has chosen in this institution.



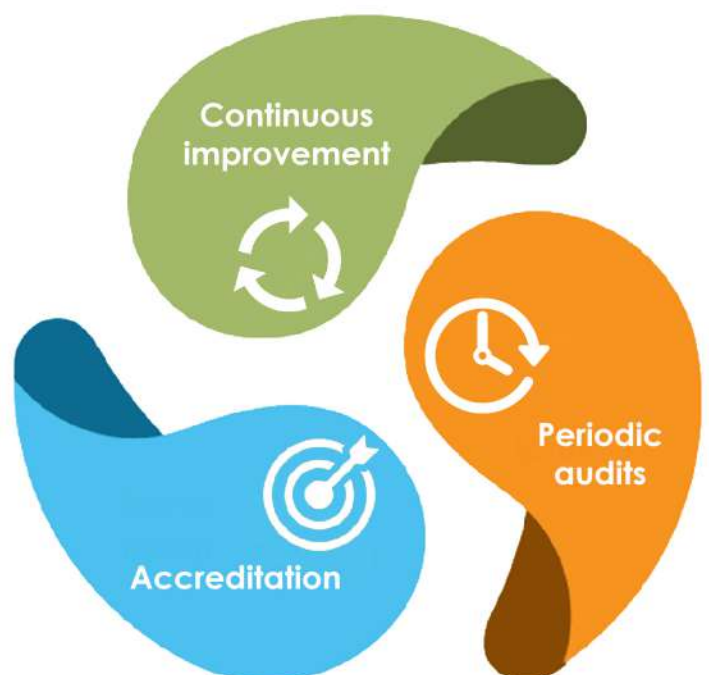
Accreditation

VMRF(DU) accreditation initiatives will focus towards

- Continuous process and systems improvement in academics and research.
- Periodic internal audits, process assessments
- Accreditation with national and international bodies

Quality initiatives will be institutionalized across student, faculty, researchers, administrators and other internal and external stake holders in enhancing skills, performance and expected outcomes.

Continuous focus will be on quantitative and qualitative process management system for academic and research maturity and participation in national and international ranking.



Public Service Excellence



VMRF (DU) as an institution of Higher Education continue to extend its public service commitment to next level in following areas over period on next 10 years



**Public
Engagement**

**Association
with Central
& State Government
for policy making**

**Rural
& Tribal
upliftment**

**Health care
delivery**

VMRF(DU) will continue to scale up on the public services through

- Government agencies,
- Central and state government schemes and initiatives
- Local panchayath authorities,
- Public Private Partnership (PPP),
- Collaboration with NGOs,
- Partnership with leading organisations on CSR projects,
- Community development,
- Public health support
- Philanthropy contributions.

The above services will be carried out leveraging student, faculty, researchers, administrators, leadership of VMRF(DU) with specific objectives and output. All the above public service activities will be enabled through institutional governance, allocated funds, implemented processes and dedicated human resources as need be.



Public Engagement

Public service and the Public education are the two sides of a coin and by educating the community, VMRF (DU) will achieve sustained and long-term benefits for society at large aimed at improving the quality of life of all the citizens.

Educating the community for example in prophylactic measures to prevent an outbreak of a disease or an impending disaster, thereby improve the health of a nation. A wide spectrum of activities ranging from simple creation of awareness to training the public in specific skills or tasks to counteract a disease will be continued with desired focus as a part of preventive healthcare and public health care support.

- Health awareness program will be conducted regularly with the neighboring community about prevailing health issues/ailments by observing various health days, conducting rallies round the year.
- Health education will be part of community development and the community will be educated about the prophylactic measures to be observed against various diseases prevalent in the community.
- Health camps, Blood donation camps, vaccination, nutritional drives etc. will be periodically conducted
- Health education will also be provided by training identified volunteers, from the community, who can train the larger village community and involve them in the health education and Care team of the institution.
- Specialised health / non health care will be provided to the physically or mentally challenged children
- Awareness programmes will be conducted on disaster management, mental health, climate change, green energy, occupational health and other related topics, which may cause serious hindrance in development of society in future.

VMRF(DU) will provide structured credit course in the curriculum to streamline student participation in public service to not only serve society but also inculcate human value system.

Association with Central and State government for policymaking

Public service excellence transcends to another level if private organisations associate with Government bodies, in order to achieve the same VMRF(DU) will associate with Government bodies and local authorities to extend its services by way of participating in policy making role and helping Government in rolling out its plan for capacity building and enriching the society.

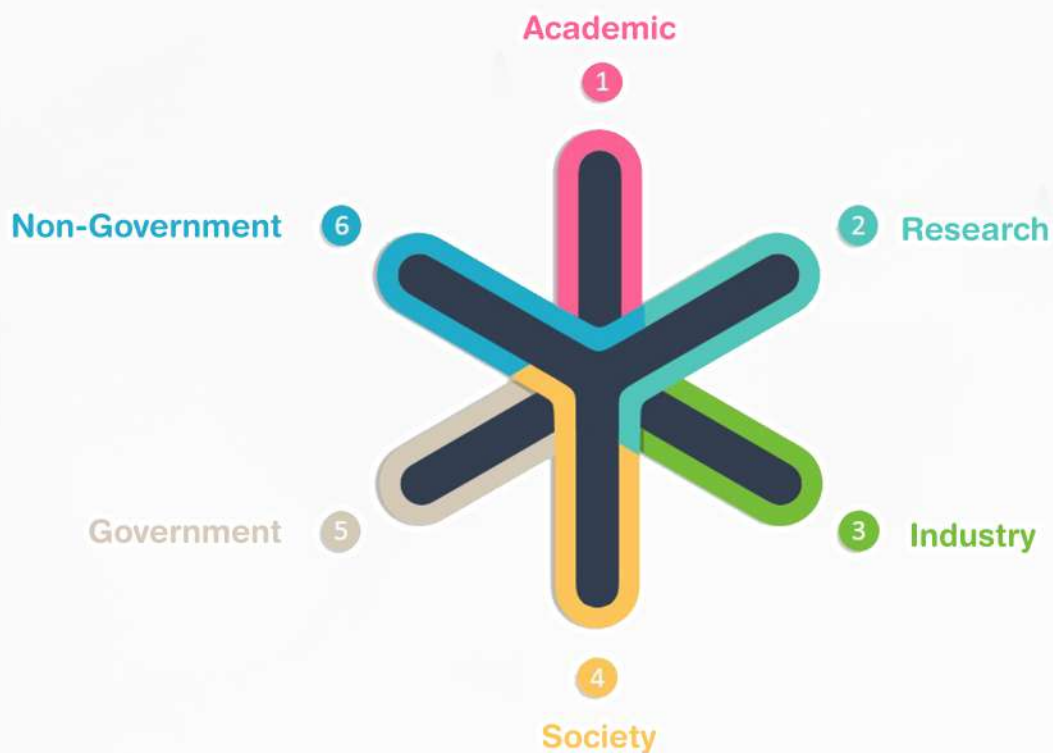
VMRF (DU) will engage itself with government bodies at all levels such as village, district, state and national level in providing guidance for policy making and effective implementation.



Partnership Opportunities



VMRF(DU) will continue to enhance engagement and partnership with Academic, research, Industry, Society, Government, NGO, Private agencies for improved academic delivery, sustained research, holistic health care, skilling, community development, tribal upliftment placement, consultancy and entrepreneurship.



Partnership opportunities



Academic

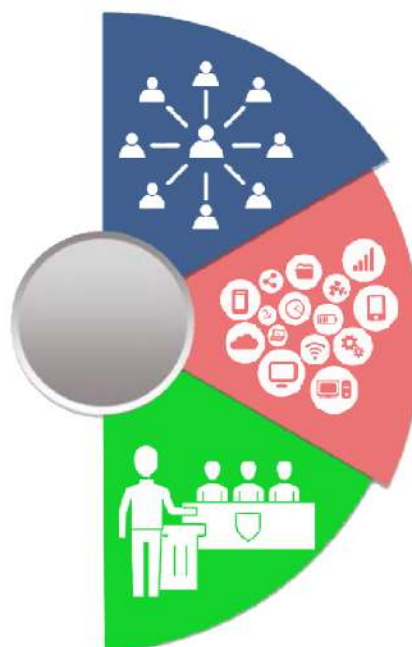
- MoUs will be signed with leading universities both in India and abroad for faculty exchange, student exchange
- Eminent faculty as Adjunct/Visiting Faculty from globally reputed universities will be engaged.
- Industry Experts will be increased in Curriculum Development in Board of Studies (BoS)
- Industry subject matter experts will be engaged in delivering credit courses and designing special courses in the respective industry domain.
- Skill Development courses will be offered across disciplines wherever applicable.
- Industrial paid internship and projects will be increased
- Alumni involvement will be increased in curriculum development and institutional growth.

Research

- VMRF(DU) will continue to have improved interactions through formal mechanisms with academic and research institutes of repute for carrying out collaborative, interdisciplinary, multidisciplinary research activities.
- Faculty exchanges will be planned through sabbatical to enable faculty to work in state of the art research areas with institute of repute.
- VMRF(DU) will work with foreign universities for applying bilateral research projects offered by government and non-government agencies.

Industry

- VMRF (DU) will increase engagement with health care, life sciences, engineering and technology Industries for collaborative academic and research activities
- Faculty & Students will be provided exposure to innovative clinical practices, manufacturing processes, engineering designs and models through Industrial and institutional visits
- VMRF(DU) faculty will be provided adequate platform to share their knowledge for industrial consultancy, problem solving, innovative thought process for industrial problems



Increase Engagement

Industry Exposure

Platform to share

Partnership opportunities



Societal

- VMRF(DU) will continue to improve societal engagement through various awareness camps, medical camps, NSS programs and other outreach activities.
- Improved amenities will be provided to adopted villages in all the four campus locations as part of institutional social responsibility
- Engage with more number of Primary Health Centers, rural health centers, urban health centers for improved health care.



Social Engagement

Institutional Social Responsibilities



Government

- VMRF(DU) will continue to support National Health Mission, Ayushman Bharat, Chief Minister's comprehensive health scheme etc. VMRF(DU) plans to extend accredited quaternary health care delivery to rural masses.
- Establishment of nodal centers such as virology etc.
- Partnership with national science foundation and other government agencies for carrying out extramural Research projects








Non Government

- VMRF(DU) plans to seek non governmental funding for research as part of their corporate social responsibility.
- Engagement with Rotary clubs, Productivity Council etc. for providing more extension and outreach activities.

Diversity and Inclusion Excellence



VMRF(DU) embraces a demographically diverse campus. It is committed to creating an inclusive student and faculty community where they are made to feel valued and respected, regardless of their linguistic or culturally diverse backgrounds due to the initiatives taken by Founder Chancellor even in the initial years. The university effectively harnesses the different perspectives and pools of talent of a diverse workforce to develop into a successful organization.

-  > Promotion of a sustainable culture of diversity, equity, inclusion for faculty & students and diverse external groups **01**
-  > Diversity, Equity & Inclusion **02**
-  > Long term strategies to promote diversity, equity and inclusion **03**
-  > Commitment to Promoting Student Diversity and Inclusion on Campus **04**
-  > Commitment to faculty recruitment, retention and developing a diverse community **05**
-  > Commitment to develop innovative and inclusive scholarship and teaching **06**
-  > Diversity, Equity and Inclusion Metrics **07**



Promotion of a sustainable culture of diversity, equity, inclusion for faculty & students and diverse external groups

In its quest for excellence in higher education, the organization strives to be more inclusive by infusing diversity into recruitment and retention of staff. A sustainable culture of diversity and inclusion are created by encouraging the staff to develop a feeling of being personally accountable for achieving diversity and inclusion in the workplace.

Diversity and inclusion efforts are reflected not just in student admissions but are infused into the Students through co-curricular and Cultural activities, student development and local community engagement. The constituent institutions are committed to effectively address the inequities observed in the respective campuses.

All such innovative practices are encouraged that expand the organizational horizons through outreach activities and extend services for the benefit of the local marginalized and underprivileged people. The existing inequities in society and campus are acknowledged and active counter measures are developed for a sustained institutional change.

Diversity, Equity & Inclusion

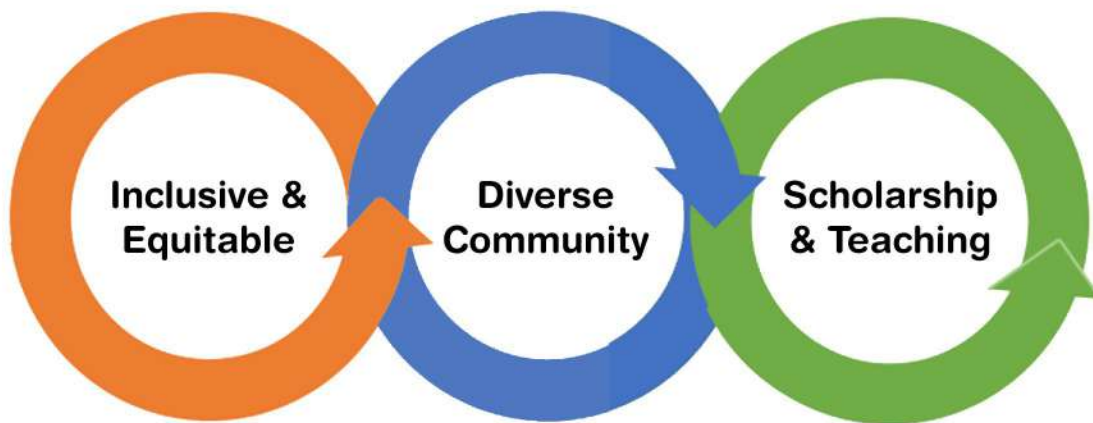
Educational benefits for diverse learning environments are manifold. Students and staff are exposed to various distinct intellectual, research and strategic perspectives which prompt them to have a relook at their own values and beliefs thereby learning more about their own self. Students restructure their learning strategies and embed more creativity in their approach to education. They adapt swiftly to a broader range of learning environments, and are encouraged to engage in higher order cognitive thinking skills and hone their problem solving ability. Diversity enriches the educational experience as students and staff learn to prioritize mutual respect, genuine concern for others and demonstrate greater tolerance and acceptance of diversity. This in- turn stands to benefit performance and working conditions. Cross-cultural communication skills of all stakeholders is polished resulting in effective interactions with people of varied backgrounds. Learning cooperatively alongside those whose perspectives and backgrounds are different from their own promotes student growth & reflection and prepares students to become better citizens in their communities. Diversity in learning environment is important in helping students learn to collaborate and communicate with different cultures and backgrounds found in contemporary workplaces. This ensures students entering job markets do so with less apprehension for assuming jobs at national or global platforms.

The university strives to combine equity with quality in education and perseveres to create opportunities for historically oppressed people to have equal access to quality educational programs that would ultimately narrow the gap between the privileged and disadvantaged in the society. The University endeavours to organize uniform educational programs and sets matching benchmarks that place everyone in the organization on equal footing. The University seeks to provide equitable education helping all students to become productive members of the society leading to better academic, economic and social outcomes for the individuals, local community and the nation. Courses are designed to positively impact the trajectory of achievement of the under-represented students enrolled in our educational programs. It is a recognized fact that excellence through pursuit of equity serves as an essential premise for every individual to cultivate their talent and potential.



Long term strategies to promote diversity, equity and inclusion

- Create an inclusive and equitable campus climate
- Recruit, retain, and develop a diverse community
- Support innovative and inclusive scholarship and teaching



Commitment to Promoting Student Diversity and Inclusion on Campus

A nodal officer will be assigned the duty of development and implementation of the university's commitment to diversity and inclusion on the campus that includes admission of students from abroad. Necessary funds will be allocated for furthering the cause. Constituent institutions can be encouraged to collect and analyse the data required to set and track their diversity and inclusion goals. The university will develop admissions procedures designed to achieve diversity, including procedures that target admissions preferences for certain groups of students. Inclusion of cultural competency training in orientation program or foundation course and cultural and socio-emotional support systems like personal mentoring and counselling can help all students to thrive on the campus.

Commitment to faculty recruitment, retention and developing a diverse community

- To mitigate underrepresentation, campus leadership and administration will include diverse faculty. Curricular design and pedagogy and individual interactions with students from faculty of diverse backgrounds can foster inclusive climates and academic validation.
- Faculty recruitment and retention designed to develop diverse academic leadership will be encouraged to enrich students learning experience.
- Faculty exchange programs will be initiated to provide an opportunity for faculty to teach and/or conduct research at an overseas university. The faculty would benefit from such an exposure to a culturally varied & diverse set-up. Such a faculty exchange program would help the faculty to grow even intellectually.

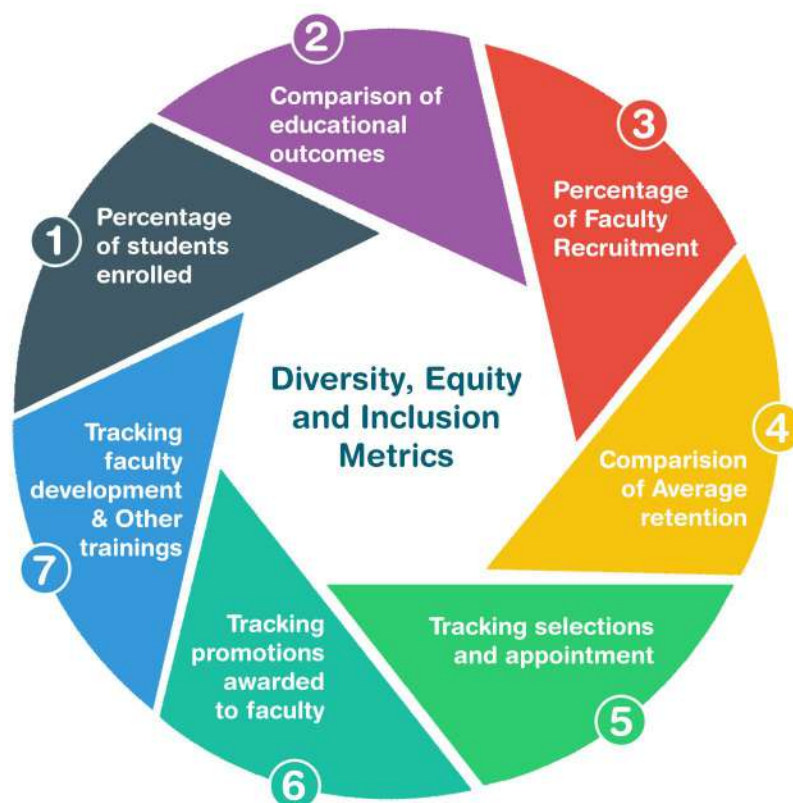


Commitment to develop innovative and inclusive scholarship and teaching

- Increased access to educational benefits for the deprived segments of society will be advanced by offering financial aids in the form of scholarships and substantially augmenting fund allocation for teaching and research.
- International student exchange programs will be nurtured to boost students' self-confidence and skill-sets to help them gain a greater understanding of the complexities in the world around them.
- Steps will be taken for improving course placement strategies and recruitment for a diverse array of students

Diversity, Equity and Inclusion Metrics

- Percentage of students enrolled in various programs of the university compared with standard university benchmarks
- Comparison of educational outcomes of students from weaker sections of society with those from privileged background
- Percentage of faculty recruited from marginalized groups as compared with other universities of repute
- Comparison of average retention of faculty from an underprivileged group across the workforce
- Tracking selection and appointment of faculty from deprived sections of society as compared with those from privileged backgrounds
- Tracking promotions awarded to faculty from deprived sections of society as compared with those from privileged backgrounds
- Tracking faculty development and other training programs, opportunities and appointments in coveted committees in the institutions in privileged and underprivileged groups



Geography and Quality



- VMRF(DU) will strategically grow both horizontally and vertically by starting academic institutes in new campuses within the state, country and abroad after due approvals.
- VMRF(DU) faculty It is envisaged to increase the number of faculties in which VMRF (DU) can offer various programs
- VMRF (DU) puts all its efforts to internationalize the institution by increasing the students from foreign countries
- It envisions to start new courses in emerging areas in the existing faculties.
- VMRF (DU) intends to double the student intake after obtaining statutory approvals, enhance academic and research infrastructure, establish centers of excellence and improve financials accordingly.
- VMRF(DU) plans to start professional educational academy to provide training both for university faculty & staff and outside organisations in leadership, faculty enrichment programs in state of the art topics.
- VMRF(DU) will strive hard to continuously improve the quality in all its institutions in academic and research activities and get accreditation from both national and international bodies.





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