Strategic Vision Document

(2018-23)

RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Submitted by:
IQAC

Approved in Board of Governors (BoG) held on 10th Jan 2017

Registrar
M.S.Ramaiah University of Applied Sciences
Bangalore - 560 054

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Executive Summary

The concept of '*Excellence*' is well established and the term is used frequently to '*Outstanding Performance*' satisfying stakeholders' involvement. In higher education, Excellence is linked to perception of student experience, teaching, learning and service to society in alignment with Vision and Mission of the University. In view of this, RUAS aspires to become a premier Institution by achieving Excellence. Thus, there is a need to analyze excellence through the lens of different key stakeholders, namely Students, Parents, Employers, Alumni, Society. Therefore, MSRUAS has formulated the following 10 Goals to achieve excellence in the next five years (2018 to 2023):

Goal 1: NIRF Ranking and Accreditation Process
Goal 2: Achieving Academic Excellence and Implementation of NEP
Goal 3: Increasing Research Outputs
Goal 4: Deeper Linkages with Industries and Corporates
Goal 5: Interaction with other Faculties/Schools of Ramaiah Group of Institutions
Goal 6: Attracting Quality Students for Admissions
Goal 7: Placement, Alumni, Extension and Outreach Activity
Goal 8: International Collaborations and Partnerships with reputed Institutions
Goal 9: Increasing Patient Footfalls at Dental Hospital
Goal 10: Policy and Support from the Leadership Group

This Strategic Vision Document [2018-23] report Strategies to be adopted to achieve the above- mentioned Goals. After formulating Strategies, the Implementation Plan with Outcomes are also mapped to assess the progress of RUAS in the process of achieving Excellence. The Leadership Group has entrusted all Deans and HoDs for implementation of the same. Moreover, the Leadership Group has adopted bottom-up approach to prepare this report by involving Faculty Members, HoDs, Deans and Directors. The five-year plan focuses on all-round development of Students and Faculty Members emphasizing on Inter-Disciplinary Research, Blended Learning, Service to Society, Industry Connect and International Engagements for better Employability and Entrepreneurship Skills. The RUAS Community aspires to achieve excellence with cooperation from all the Stakeholders and Sponsoring Body. Hence, the Strategic Vision Document shall be deemed as a critical road map document for the progress of University and the RUAS community shall adhere in letter as well as spirit.

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Sponsoring Body- Gokula Education Foundation(M)

GEF- Gokula Education Foundation-1962 – A Public Charitable Trust

M.S. Ramaiah
1922-1997
Founder Chairman

Dr. M.R. Jayaram
Chairman

GEF (M)

Ramaiah University of Applied Sciences

Faculty/School of
1. Engineering and Technology
2. Art and Design
3. Management and Commerce
4. Mathematical and Physical Sciences
5. Life and Allied Health Sciences
6. Dental Sciences
7. Pharmacy
8. Hospitality Management and Catering Technology
9. Social Sciences
10. School of Law
11. Ramaiah Medical College
12. Ramaiah College of Physiotherapy
13. Ramaiah Institute of Nursing Education & Research
(UG , PG and Research Programmes)

Roadmap for Achieving Excellence

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Roadmap for Achieving Excellence

Goal 1: NIRF Ranking and Accreditation Process (QS E-Lead, NAAC, NBA etc.)

Strategy 1.1: Identify lacunae and improve Parameters of NIRF Rankings through IQAC
Strategy 1.2: Apply for NAAC, NBA and International Accreditations
Strategy 1.3: Enhance Best Practices in Teaching, Research and Outreach

Implementation Plan (Quantitative)	Target/Outcomes
• Enhance Teaching & Learning, Research Outputs, Placements, Graduate Outcomes and Outreach • Work with Stakeholders to improve Peer Perceptions and Visibility of the University • Engage Agencies for International Accreditations, Rankings, Recognitions etc. • Improve Admissions and Placements	**2019** – NIRF Top 25 (FDS) Top 75 (FPH), QS, AAA, NAAC, AICTE, PCI, DCI **2020** – NBA, NABH (FDS) **2021** – NIRF Top 150 to 200 (Overall) **2022** – NIRF Top 20 (FDS), Top 70 (FPH) **2023** – NIRF Top 15 (FDS), NIRF Top 60, QS, AICTE, PCI, DCI

Implementation Plan (Qualitative)

ONE Year

- Enhance opportunities to Economically and Socially Challenged Students
- Establish well designed Mentoring system at all levels
- Special attention to slow learners through Mentor-Mentee Systems
- Conduct Outreach Programs, Health Camps, Health Day Services etc.

THREE Years

- Recruit, Retain, Recognize and Reward Faculty Members for Achievements
- Application of Grants for Societal Projects
- Attract International Students

FIVE Years

- Collaborative Programmes with Foreign Universities for International Visibility
- EoA for AICTE Affiliation

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Goal 2: Achieving Academic Excellence
(New Programmes, Certificate Programmes, Value Added Programmes etc.)

Strategy 2.1: Encourage Faculty Members to complete Ph.D. and Sensitizing Research at UG Level

Strategy 2.2: Creation of Multi-disciplinary University by integrating Medical College (RMC), Institute of Nursing Education and Research (RINER) and College of Physiotherapy (RCP)

Strategy 2.3: Offer Academic Programmes in Social Sciences and Law, Add on Programmes as per Market Requirements

Strategy 2.4: NEP Implementation by facilitating nationalization of education through Institutional Collaborations, Student and Faculty Mobility

Strategy 2.5: Provide an arrangement for national and global participation in the field of higher and professional education

Implementation Plan (Quantitative)	Outcomes
• Move towards blended learning in classrooms with opportunity to become familiar with contemporary technologies • Enrich trans-disciplinary holistic Education and Research along with Experiential Learning • Encourage New Programmes, Training/Certificate, Executive, Skill Based Add on Programmes, Professional Development Programmes across all Faculties/Schools • Review current Curriculum in the light of NEP, Blended Learning, Online Teaching, Remote Learning, Choice Based Credit Systems, Multiple Exit & Entry Systems, etc. and introduce Multidisciplinary Courses • Interactive and Technology enabled teaching and learning methodology to prepare for the future requirements • Internationalization of the Curriculum	**2019** – Digitization through ERP, EHS, DAC, School of Social Sciences **2020** – Revenue from Online Content, School of Law **2021** – 70% Student Success, Simulation Based Learning **2022** – 75% Student Success, Integrated and Executive Courses, Training across University **2023** – 60% Faculty with Ph.D./Terminal Degree, Internationalized Curriculum, 80% Student Success

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Implementation Plan (Qualitative)
ONE Year • Work with Industries, Policy Makers and Research Organizations to assimilate Market Demand • Attract Students and Industry Personnel on niche and specialized programmes • ERP and EHS Implementation of Academic Processes • Value Added Courses for all-round development (language and communication) **THREE Years** • Feedback analysis and reward /corrective measures on Academic matters • Extensive use of technology in Teaching & Learning, Removing Language Barriers, Educational Planning & Management • Offer Simulation Based Learning across all the Courses **FIVE Years** • Respect for diversity and local context in all curriculum, pedagogy and policy keeping in mind education as a concurrent subject • Providing autonomy to the Faculty Members for designing curriculum and pedagogical approaches within the approved framework

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Goal 3: Increasing Research Outputs
(Award of Ph.D. Degree; Publication in SCOPUS/WoS Indexed Journals; Funding from Sponsored Research & Consultancy; Patent Filing and Licensing, Centre of Excellence etc.)

Strategy 3.1: Recognizing Faculty Members with key Research outputs
Strategy 3.2: IPR Policy and FDPs
Strategy 3.3: Setup Research Centers and create platform for Multi/Interdisciplinary Research
Strategy 3.4: Unifying Research and Innovation activities to create impact on Research Community and Society
Strategy 3.5: Recruit Full Time Ph.D. Scholars

Implementation Plan (Quantitative)	Outcomes
• Individual Department to identify the thrust areas of research • Strengthen Research Ecosystem and Outputs through Collaborations • Offering RUAS-JRF/SRF and PDFs by providing Fellowships • Benchmark and increase Research Outputs (Ph.D. Degree, Sponsored Research & Consultancy Projects, Patent Filing, Publications in Quality Journals etc.) • Facilitate domain specific training on Proposal Writing, Academic and Technical Writing, Patent Filing, Research & Publication Ethics etc. • Establish platform to promote and acknowledge interdisciplinary/collaborative research with definitive Outcomes that can create impact in the Community • Emphasis on IPR Policy and FDPs to Faculty Members • Create conducive Research Ecosystem through Fellowships, Seed Money, Mentoring Faculty Members by Senior Professors • Promote Research Collaborations and Engagements by associating with Industries, Elite Institutions, Research Organizations	**2019** – 1:0.5 Publications, Research Centers, Seed Money, TDF, RPPC **2020** – IPR Policy and FDPs, Citations of 10,000, Center of Excellence, RUAS Fellowships for Research Scholars **2021** – Upgrading Research Equipment, h-index of 30, RUAS-JRF/SRF and PDF **2022** – 1:0.7 Publications, CoE in Selected Domains **2023** – Upgrade High End Equipment for Contemporary Research

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Implementation Plan (Qualitative)
ONE Year • Enhance Research Culture and Innovation Ecosystem • Facilitate Interdisciplinary Research and Capacity Building with emphasis on Impact of research outcomes • High Coordination with Leadership, Governance and Infrastructure • Quarterly monitoring of research progress at Department level and to notify the lack of progress, if any • Encourage faculty members guiding PG students to improve the quality and novelty of the dissertation resulting in indexed publication **THREE Years** • Create Niche Centers of Research Excellence and Consolidate Thematic Areas • Promote Research and Align Investments in Thrust Areas • Appointment of IPR Coordinator **FIVE Years** • Promote Collaborations through Internal Processes and Policies • Establish with International Partners for Collaborative Research, Joint Ph.D. Supervision & Publications, Faculty & Student Exchange, Joint Events etc. • Networking with Scientists, Industry Personnel, Policy Makers within and outside India

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Goal 4: Deeper Linkages with Industries and Corporates (Setting up R&D Centres, Sponsoring Industry Chairs and Students for Doctoral Programme, CSR Initiatives etc.)

Strategy 4.1: Establish deeper linkages and initiate MoUs with Industries for B.Voc Programmes

Strategy 4.2: Sponsoring Ph.D. Research Scholars in domains critical to National/Global importance

Strategy 4.3: Participate in CSR Initiatives and outreach Activities (*For Example: School Dental Health Programme, Tobacco Cessation Center, THSC, NSDC*)

Strategy 4.4: Network with Industry Associations like PIA, KASSIA etc.

Implementation Plan (Quantitative)	Outcomes
• Work with Industries and Corporate based on their research directions and business dynamics • Offering B.Voc Programmes in association with Industry Partners • Encourage Student Internships and Projects within Industries to facilitate Placements in future • Organize Industry Conclave, HR Conclave, Panel Discussions, Participate in Surveys, Round Tables, etc. • Fellowships to Full Time Ph.D. Scholars • Create research Infrastructure with sponsorship from Industries and Government Initiatives • Start Programmes in association with Industries • Set up Centre for Profession Development and Training (CPDT)	**2019** – Attract Industries, HR Conclave, Internships, Projects **2020** – CoE with Industry, Industry Immersion and Engagement, B.Voc Programmes **2021** – 100% Placements, Industrial Research **2022** – Avail Grants from CSR Initiatives, Advanced Certificate Programmes **2023** – CPDT, Joint Programmes

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Implementation Plan (Qualitative)
ONE Year • Attract Industries by showcasing Research Capabilities and Facilities • Provide Students to work as Interns and Project Assistants on Industry relevant problems • Encourage Faculty Members to carry out research on Industry and Societal Problems **THREE Years** • Setup Research and Center of Excellence (CoE) in partnership with Industries • Active collaboration with abroad Universities for Industrial Research • Invite Industry Experts to deliver Courses and Involve Industries to sponsor Workshops/Conferences **FIVE Years** • Avail grants from CSR Initiatives • Setup specialized Research Centers and Center of Excellence

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Goal 5: Interaction with other Faculties/Schools of Ramaiah Group of Institutions (Optimum Utilization of Manpower Resources, Expertise, and Infrastructure available within the Group and its Institutions)

Strategy 5.1: Optimum utilization of Manpower, Resources, Expertise and Infrastructure

Strategy 5.2: Common Platform to interact and discuss synergies as well as competencies

Strategy 5.3: Assemble high performance teams through Coopetition to participate in National and International Calls, Expression of Interest, Policy Studies etc.

Implementation Plan (Quantitative)	Outcomes
• Create awareness on Research Expertise and Facilities through a common portal as a repository • Organize Networking Events, FDPs, Workshops, Team Building Exercises to supplement and complement the expertise of individual Faculty Members • Publicize success stories of multi-institution collaborations and best practices emphasizing accountability of individual contributions • Promote inter-disciplinary and multi-institution collaborative activities across Ramaiah Group of Institutions by initiating Collaborative Projects through Seed Funding • Emphasize on preliminary research in inter-disciplinary domains across Institutions to apply and avail grants from National and International Funding Agencies • Access to the latest educational technologies that enable better learning experiences	**2019** – Platform to connect Experts, Events, Repository **2020** – Targets of Multi-Institution Activities, Research Centers **2021** – Promote Inter/Multi-disciplinary Research, MDPs **2022** – Avail High Value Grants – National and International, LDPs **2023** – Emulate Coopetition Strategies for Excellence

Implementation Plan (Qualitative)
ONE Year • Individual Departments to identify key thrust areas of interest • Identify other Departments/Faculties/Schools/Sister Institutions which can supplement the research capability of the Department • Prepare plans and guidelines for establishment of inter-faculty and inter-departmental networking • Showcase capabilities and best practices on special occasions • Invite Professors and Experts to share their expertise and research interests as well as aspirations • Encourage Faculty Members to start UG/PG projects jointly with other Institutions

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THREE Years

- Create common Training and Learning Centers for Faculty Development, Research Centers, Placement Cell, Social Media, Public Relations etc.
- Establish activity calendar to promote interaction across Institutions
- Management Development Programmes (MDPs) for HoDs, Deans and Directors
- Enhance the Public Perception in National Market

FIVE Years

- Leadership Development Programmes (LDPs) to leverage the benefits of coopetition and co-existing
- Networking with elite Institutions and Universities to participate in mutually beneficial Events and Activities
- Enhance the Public Perception in International Market

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Goal 6: Attracting Quality Students for Admissions

Strategy 6.1: Campus Connect and School Connect activities through Outreach initiatives

Strategy 6.2: Marketing and Brand Building Activities (National and International) to connect with prospective Students through Social Media (Facebook, LinkedIn etc.), Online & Print Advertisement, Website, etc.

Strategy 6.3: Offer Scholarship and Fellowship to attract meritorious Students to be Global Citizens

Strategy 6.4: Ensure Placements and good Campus Experience with all amenities for Curricular and Extra Curricular Activities

Implementation Plan (Quantitative)	Outcomes
• Conduct competitions and invite School/Pre-University Students to participate • Create a student friendly ecosystem with good hostel facilities • Publicize Scholarship and Fellowship Programmes across India • Conduct Career Counselling and Guidance to Schools and Pre-University Colleges • Equip Marketing and Admission Teams to familiarize with Online & Print Advertisement, Social Media, Website, News, Reference • Publicize Student and Alumni Achievements and sharing their Experiences • Writing quarterly Blogs/Articles about the achievements of Students, Faculty Members and Alumni • Increase Academic, Personal and Career Support for existing Students • Conduct University Lecture by a globally eminent personality and Memorial Oration series	**2019** – Student Friendly Experience, Outreach Activities, Scholarships, Achieve 70% Admissions **2020** – Marketing Calendar, Campus and School Connect, Ambassadors/Mascots, Achieve 70% Admissions **2021** – Establish Admission Offices in India, Connecting with Embassy's, Achieve 75% Admissions **2022** – Participation in Key Events of EPSI, Neighboring Countries, etc. **2023** – Build on Experiences of Students and Alumni

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Implementation Plan (Qualitative)
ONE Year • Increase visibility of the Faculty Members on Global platforms • Offer Discipline Core and Vocational Elective subjects
• Improve Visibility and Perception through Social Media, Publicity, Newspaper Student Exchange • Make information of RUAS helpful and student-focused **THREE Years** • Benchmark Admission and Student experiences at National level • Ensure integrity, transparency, and resource efficiency of the educational system through audit and public disclosure • Attract International Students from Developing Countries **FIVE Years** • Benchmark Admission and Student experiences at International level • Attract International Students from Developed Countries through Study Abroad, Cultural Events, etc.

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Goal 7: Placement, Alumni, Extension and Outreach Activity (HR Conclave, NSS, Unnat Bharat Abhiyan, Service to Society etc.)

Strategy 7.1: Connecting with Communities/Societies through Employers, Alumni, Government Initiatives, Extension and Outreach activities

Strategy 7.2: Provide scholarship and organize Networking Events to develop deeper relationship with the Stake Holders

Strategy 7.3: Participate actively in Government Initiatives and CSR activities of Industries

Implementation Plan (Quantitative)	Outcomes
• Inculcate the sense of belonging in the students about the outreach program of societal relevance • Organize Community Based Training Programmes and support Government Initiatives • Establish Clubs/Societies/Chapters for conducting activities pertaining to Students, Placements, NSS, UBA • Enroll students for NSS, UBA, etc. and strengthen Alumni network • Participate in Inter-Institution events, hackathons etc. • Pre-placement Training/Workshops and Soft Skills for the outgoing batches • Sensitize students on their responsibility to give back to the Society and addressing Community based problems	**2019** – Community Programmes, Clubs, HR Conclaves, Round Table **2020** – Highlight Successful Alumni, Students, Employers **2021** – Report on Outcomes from Extension and Outreach Activities **2022** – Provide Scholarships (Centenary Fellowship), Organize Inter-disciplinary Community Oriented Programmes with International Partners **2023** – Inclusive approach towards Community, Health, Environment, and Sustainable Living

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Implementation Plan (Qualitative)
ONE Year • Emphasis on creativity and critical thinking to encourage logical decision-making and lateral thinking • Provide Career Guidance, Training, Placement (Training for UPSC, Entrepreneurship, Finance, Soft Skills, etc.) • Counsel Students for Higher Education in Abroad Universities • Mandatory participation of Students in Service to Society and Community based Events • Conduct farewell to outgoing students
THREE Years • Publicize Extension and Outreach activities to all the Stakeholders • Organize Inter/Multi-disciplinary Community Oriented Programmes apart from their regular curriculum • Report the student outcomes from UBA, NSS, Service to Society activities in local and national media, social networking sites etc. **FIVE Years** • Organize Inter-disciplinary Community Oriented Programmes with International Partners • Prepare Students with an inclusive approach towards Community, Health, Environment, and Sustainable living for enhancing employability • Student Exchange with International Community

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Goal 8: International Collaborations and Partnerships with reputed Institutions within the Country

(Student and Faculty Exchange, Collaborative Research, Joint Publications, Semester Abroad, Experiential Learning, Joint Conferences, Symposia etc.)

Strategy 8.1: Establish Deeper Relationship with International Partners

Strategy 8.2: Department-wise mapping with International Partners based on expertise and facilities for Collaborative Research and Joint Proposal Submission

Strategy 8.3: Facilitate Students to pursue higher studies and Ph.D. abroad

Strategy 8.4: Develop synergy between Department and other Institution Faculty in the identified Thrust Areas

Implementation Plan (Quantitative)	Outcomes
• Organize Distinguished Lectures, FDPs, Joint Events etc. for deeper relationships • Encourage experiential learning through Faculty and Student Exchange, Study Abroad, Student Observor-ship, etc. • Invite Professors from International Partners to deliver a Course/ Partial Course/ Sessions • Plan Research and Consultancy activities for availing Grants, Joint Publications • Setup dedicated International Partnership and Collaboration Management (ICPM) office to facilitate Faculty and Student Exchange • Apply for International Scholarships like Indo-France, Indo-Japan, Indo-UK Fellowships	**2019** - Distinguished Lectures, FDPs, Joint Events, ICPM Office **2020** – Experiential Learning to Faculty and Students **2021** - 3+1+1, Study Abroad **2022** – Support Academic Visits, Attract International Students, Student Exchange **2023** – Prestigious Lecture, Immersion Programmes
Implementation Plan (Qualitative)	
ONE Year • Elevate quality and quantity of Professional Practice among RUAS Community • Empowering Faculty/Schools to organize Distinguished Lectures • Conduct International Webinars, Symposium, etc. • Encourage one collaboration with a University per Department to forge partnership activities	

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THREE Years

- Explore 3+1+1, Certification options as value additions
- Facilitate Faculty Members and Ph.D. Scholars to visit and interact with International Partners as a part of continuous development plan and career progress path
- Joint Certificate/Events Programmes with International Universities
- Deeper Collaboration with at least one University per Department to forge partnership activities

FIVE Years

- Academia-Research enrichment for global standing and recognition
- Setup jointly unique Laboratories, Research Centers/Centers of Excellence (For Example: Indian Knowledge System, Indian Medicine)
- Invite Prestigious Professors, Noble Laurette, International Celebrities and Entrepreneurs
- Forge partnership activities

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Goal 9: Increasing Patient Footfalls (No. of Specific Procedures Performed, Quality of Service Parameters and other such criteria for Hospitals) – *Applicable to Dental Hospital*

Strategy 9.1: Electronic Health Record (EHR) Procurement and Maintenance
Strategy 9.2: Providing Quality Treatment to Patients
Strategy 9.3: Reach the unreached for delivering Quality Dental Care to Community

Implementation Plan (Quantitative)	Outcomes
• EHR procurement and implementation • Map Patient flow by EHR • Decrease lead time for each treatment • Integrated Clinics • Upgrade Hospital with new Technologies and Equipment	**2019** – HER and Patient Centric Process Development **2020** – Achieve Patient Service Quality **2021** - Lean Implementation to reduce Waiting and Treatment Time **2022** – Integrated Clinic **2023** – Infrastructure and Equipment upgradation

Implementation Plan (Qualitative)

ONE Year

- Implement EHR and establish comprehensive clinic to improve patient treatment
- Upgradation of Hematology Lab in Oral Pathology for obtaining blood reports' immediately

THREE Years

- Establish CAD, CAM and 3D printing laboratory
- Extending Dental Benefit Scheme to employees of Ramaiah Group of Institutions

FIVE Years

- Setup Corporate Clinic

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Goal 10: Policy and Support from the Leadership Group

Strategy 10.1: Benchmark and Conduct Awareness Programmes on Strengths and Challenges of our University along with Opportunities

Strategy 10.2: Attract Experts from Industries to be associated as Adjunct Professor/Mentor for individual Departments

Strategy 10.3: Emphasizing PPP Model for Participation in Community and Societal Development along with encouragement for Entrepreneurship

Policy and Plan	Outcomes
• Provide state of the art infrastructure (Multimedia Classrooms, Laboratories, Research Laboratories and Equipment) • Conducive Environment for Teaching and Research • Create Faculty-wise/School-wise Institutional Development Plan • Provide Annual Budget for individual Faculty/School and Empower them to run as Revenue Center • Constitute Empowered Committee for assessment of Budget estimate • Plan for 5 Day Working Week for better Work-Life Balance to Employees • Provide appropriate education and development opportunities for staff upskilling • Revision of Organogram after integration of new Schools and constituent Colleges • Leverage on significant scope for interdisciplinary research • Analyse the Annual Faculty/Departmental revenue to ensure achievement of departmental goals under various heads • Introduction of Digital Evaluation System	➢ Establishment of IQAC Cell ➢ Institutional Value in the Society ➢ Collaborate with Institutions / Industries / Research Organizations ➢ Empower Outcome & Skill Based Professional Output ➢ Enable effective implementation of proposed strategies ➢ Enrich Sponsored Research and Consultancy projects ➢ Creation of new Hostel Block ➢ Identify Internal and External Budgetary Resources ➢ Stakeholders Satisfaction with Institutional Credibility in the Global platform ➢ Revenue earned to be utilized for University Development to achieve Excellence ➢ Value Addition to the existing Programmes ➢ Implementation of e-Governance (Academic and Administrative) ➢ Expansion of ICT infrastructure

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Summary

The points put across in the Strategic Vision Document [2018-23] strongly demonstrate the wide capacity and stronger sustainable outputs of RUAS in the coming years. The domains of teaching, research, and service are equally contributed to different specialties of the University. Overall, the focus of the Vision Document is to attract competent Faculty Members and Students by strengthening the lab infrastructure and building the state of art facilities in parallel. Broadly at each Faculty/School level, offering Choice-Based Credits, Flexible Entry-Exit System for Students, Industry Immersion & Engagement, Strengthening Research Ecosystem & Outputs through Collaborations shall be focused. Therefore, implementation of the reported Strategies along with Action Plan and Outcomes in the next five years shall certainly provide equitable and vibrant knowledge as a road map by providing high quality education to all.

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