

# D'PU

Dr. D.Y. PATIL VIDYAPEETH, PUNE  
(DEEMED UNIVERSITY)

Accredited 'A' Grade by NAAC

## VISION 2025



**DPU**

Dr. D.Y. PATIL VIDYAPEETH, PUNE  
(DEEMED UNIVERSITY)

VISION DOCUMENT 2025



Dr. P. D. Patil  
President, Dr. D. Y. Patil Vidyapeeth, Pune  
presenting a bouquet to  
Shree Narendra Modi  
Prime Minister of India.



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# Clarity Counts

While providing a clear destination (leading Global University) and direction (academic excellence), each constituent of DPU will see their own challenges within this Vision.

To prepare for the development and the implementation of our Objectives, we will clarify and specify the general actions that develop from this Vision. We will continue, as now, to be a well-managed body of institutions with sound standards, solid foundation of infrastructure for outstanding teaching & learning experiences and a commitment to the needs and satisfaction of our students, faculty and society. We keep on developing common academics-based procedures towards excellence across the University, in order to lead all our members to successfully achieve their objectives as suggested by our Vision.

**Objectives are like performance targets. They provide unambiguous definition of success and help in chalking the course to the vision. That is why setting targets and performance indicators to all key elements become crucial. Objectives of every component keep working independent of each other and collectively march towards the vision fulfilment. While Vision belongs to the whole conglomerate, Objectives create points of reference and monitoring methods for all different segments of the plan towards ultimate achievement.**

**Furthermore, Objectives create opportunities to identify and develop new leaders undertaking the respective responsibility. They are all focussed and excellent in their own capacity, while efficiently complementing each other. This is how collective leadership is born.**

**Objectives being most relevant in the framework of timely monitoring and analysis, while drafting the same, the strategic plan has to be clear and well defined.**

While drafting this plan, we need to study an opportunity as well as the responsibility. Various tasks while fulfilling the Vision are often broad and overwhelming. Therefore, it is significant to imbibe the strategic plan within the framework and draft of Objectives to make them complete with gravity and influence.

What follows is an indicative, rather than comprehensive list of those general actions, as they signify what we will need to do in order to achieve our Vision.

## Introduction to Vision Document

Dr. D. Y. Patil Vidyapeeth, Pune, popularly known as "DPU", managed by Dr. D. Y. Patil Vidyapeeth Society, Pune, was declared as "Deemed-to-be-University", under Section 3 of UGC Act 1956 in 2003. To start with, there was one constituent college i.e. Dr. D. Y. Patil Medical College, Hospital and Research Centre, Pune. Later on a few more constituent colleges were established and / or brought under the ambit of the DPU. Today the Vidyapeeth has 7 constituent institutions under its umbrella. All the institutions have the approval / recognition of the relevant statutory bodies to offer UG, PG Degree/Diploma, Super-specialty and Ph.D. programmes in relevant and emerging disciplines, specializations and super specializations

| Name of the Constituent Colleges/Institutes                      | Year of Establishment | Approved by |
|--|-----------------------|-------------|
| 1. Dr. D. Y. Patil Medical College, Hospital and Research Centre | 1996                  | MCI         |
| 2. Dr. D. Y. Patil Dental College and Hospital                   | 2000                  | DCI         |
| 3. Dr. D. Y. Patil College of Nursing                            | 2000                  | INC         |
| 4. Dr. D. Y. Patil College of Physiotherapy                      | 2000                  | GoM & IAP   |
| 5. Dr. D. Y. Patil Biotechnology and Bioinformatics Institute    | 2004                  | UGC         |
| 6. Dr. D. Y. Patil Institute of Optometry and Visual Sciences    | 2005                  | UGC         |
| 7. Global Business School and Research Centre                    | 2006                  | UGC         |

During the last decade, the Vidyapeeth has achieved significant academic growth and development in the field of professional education in general and health sciences education in particular. Accordingly DPU offers the following academic programmes.

| Name of the Constituent Colleges/Institutes   | No. of Dept. | No. of BoS | Programmes offered                            |                |  |                |                      |                        |
|---|--------------|------------|---|----------------|--|----------------|----------------------|------------------------|
|   |              |            | UG  | Seats          | PG                                     | Seats          | SS (1 seat each)     | Ph.D. (in 37 subjects) |
| Medical College, Hospital and Research Centre | 24           | 4          | MBBS  | 250            | MD (15) MS (5) PGD (12)                | 85<br>38<br>24 | M. Ch. (2)<br>DM (1) | Ph.D. 20               |
| Dental College and Hospital                   | 9            | 2          | BDS   | 100            | MDS (9)                                | 49             | -                    | Ph.D. 9                |
| College of Nursing                            | 1            | 1          | B.Sc.<br>P.B.B.Sc.                            | 50<br>30       | M.Sc. (4)                              | 20             | -                    | Ph.D. 1                |
| College of Physiotherapy                      | 1            | 1          | BPT   | 100            | MPT (8)                                | 36             | -                    | Ph.D. 1                |
| Biotechnology and Bioinformatics Institute    | 1            | 2          | B. Tech (BT)<br>B. Tech (MBT)<br>B. Tech (BI) | 60<br>30<br>60 | M.Tech (1)<br>M. Sc. (1)<br>M. Sc. (1) | 30<br>30<br>30 | -                    | Ph.D. 2                |
| Institute of Optometry and Visual Sciences    | 1            | -          | B. Optom.                                     | 40             | -                                      | -              | -                    | -                      |
| Global Business School and Research Centre    | 1            | 1          | -   | -              | MBA (2)                                | 120            | -                    | Ph.D. 4                |
| 7   | 38           | 11         | 9   |                | 46<br>12                               |                | 3                    | 6/37                   |

09 UG; PG Programmes in 46 subjects, PG Diploma in 12 subjects, Super Specialization in 03 subjects, Ph.D. in 06 faculties, and 37 subjects; Certificate:10

DPU has treaded along difficult path to reach the pinnacle of excellence in professional education through well-conceived and realistic visionary planning and its implementation by the benevolent proactive management with a missionary zeal to realize the goals and objectives set out by the visionary founder fathers. By achieving the main objective of imparting quality professional education, they have also realized the aim of providing the best specialization and super-specialization based health care, through its state-of-the-art teaching hospitals.

DPU is thus contributing to the national development in the fields of education and health. It has adopted quality initiatives and steps in all its systems and processes, leading to excellence in all its endeavours. Befitting to the status of a professional University, it is involved in dissemination of knowledge, skills and competence through innovative pedagogy and curriculum.

The qualified, experienced and competent teaching faculty and the dedicated-devoted students (3905) are involved in varied teaching-learning processes to achieve excellence. The graduates and postgraduates of the Vidyapeeth have excellent graduate attributes to their credit leading to student progress and gainful employment. DPU attracts students from all over India and select few from abroad also. The enrolment is on the rise, especially of women, realising gender improvement initiatives. The faculty and students are ably supported by service oriented supporting staff.

The faculty are able to generate good financial support from national and international agencies (8) as well as industries for research work and clinical trials. WHO sponsored polio vaccine trial had an impact on the national polio immunisation strategy. DPU has established relevant research facility centrally as well as at departmental level. The faculty and students have undertaken individual and collaborative sponsored research projects in emerging and relevant thrust areas leading to 1670 publications during last five years in peer reviewed indexed journals of national and international repute. To create and disseminate knowledge, the Vidyapeeth has started three peer reviewed and indexed journals (Medical / Dental / Higher Education). Select senior faculty members are on the editorial boards of national and international journals and have received recognitions and awards.

The Vidyapeeth has been successful in signing 17 MoUs with institutions / industries both at national and international levels for faculty exchange, student exchange and sponsored collaborative research projects, based on reciprocal knowledge-skill-resource sharing. The constituent institutions are part of programmes of International Health Missions of WHO and of Government of India (ICMR/MH & FW). With its proactive service oriented outlook, the Vidyapeeth is carrying out meaningful and development oriented extension and outreach activities, to realize its institutional social responsibility.

The Vidyapeeth has systematically planned its growth and development of infrastructure of campus, hospitals, institutions and support facilities required for professional education and health care. State-of-the-art advanced equipments for teaching and research are procured and installed in well-furnished laboratories. All the basic amenities are being provided. Dedicated service supports, technical and security staffs are in place. The Vidyapeeth has provided libraries to each of its institutions with rich collection of print, e-books and subscribed standard databases that can be retrieved by high speed internet connectivity and Wi-Fi facility. Modern ICT facilities have been provided to make



the campus an “e-campus” with MIS in its day to day academic and administrative transactions.

DPU has established multi-specialty medical and dental college hospitals to provide super-specialty medical and dental healthcare. The Physiotherapy College offers its relevant health care through its latest physiotherapy clinics with sophisticated equipments. The Nursing and Optometry students utilise the facilities and resources of the hospitals for their clinical learning and nursing care. The other two institutions have concentrated on Biotechnology and Management studies and research with special reference to health and environmental science.

The Vidyapeeth has always laid emphasis for the overall holistic development of students through rich support services and facilities. There is immense scope to involve students in co-curricular and extracurricular activities and excel in sports, culture and fine arts at all levels. The institutions are the nurturing grounds for creativity and innovations. Well-furnished hostel facilities and empathetic mentors have provided an ambiance of 'home away from home'. Various Stakeholders participate in the principles of co-operation, team building, participative management, democratic approaches, empathy, compassion, care and share, befitting to Indian ethos of **Vasudhaiva Kutumbakam** and 'work is worship'.

The competent authorities are positive and open to suggestions and comments. All the provisions of the statutory bodies are followed and implemented in letter and spirit. Transparency and accountability are the hall marks of the good governance. Academic and Administrative Audit as well as Financial Audits are regular features of the Vidyapeeth. The management always goes an extra mile and leaves no stone unturned to provide the needs of students and the needy. The Vidyapeeth has done its best and continues to do so to achieve the core values enshrined in quality philosophy.

DPU realizes the importance of planning and its methodical implementation to achieve the desired and cherished goals as well to move towards excellence. In order to plan for the future, there is a need to understand the growth and development of DPU till date. Hence an attempt has been made to draft the Vision Document – 2025.

### **Basis for Perspective Plan**

- Vision, Mission, Goals, Objectives and Strategies of DPU
- Present Scenario in the field of education and health care
- Initiative and attributes and SWOC Analysis
- Expectations from stake holders and need based Analysis
- National and Global Perspectives and Trends
- Goal Setting, Bench Marking and Image Building
- Quest for excellence



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## Goals, Objectives and Strategies

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### Vision

"To help build an enlightened, culturally and economically vibrant India developed through education in diverse disciplines".

### Mission

"To contribute to the socio-economic and ethical development of the nation, by providing high quality education through institutions that have dedicated faculty and state-of-the-art infrastructure, and are capable of developing competent professional and liberal-minded citizens".

### Vision 2025

"To develop a knowledge centre which will be recognised for its academic pursuit not only in India but also globally".

### GOALS AND OBJECTIVES

- To create institutions for higher education at undergraduate, postgraduate and research degree level; as per the need of the society, in the areas of health, engineering and technology; arts; fine-, performing- and applied arts, science, commerce, education, architecture, pharmacy, management, hotel management and catering technology, travel and tourism, finance, law, agriculture, co-operation, rural development, and such other branches or specializations of learning, as may be considered appropriate from time to time, fully conforming to the concept of the University, namely, University Education Report (1948) and the Report of the Committee on Renovation and Rejuvenation of Higher Education in India (2009) and the Report of the Review Committee for Deemed to be Universities (2009).
- To carry out instructions and training, distinguishable from programmes of ordinary nature, for making distinctive contributions in the areas of specializations as may be determined from time to time.
- To create or establish the institutions for high quality teaching and research, for advancement of knowledge and its dissemination through various research programmes undertaken in-house by substantial number of full time faculty / research scholars in diverse disciplines.
- To conduct all the activities, programmes, courses of studies, research, development, examinations, evaluations and those related to smooth functioning of the Institute.
- To create, conduct, carry out instructions and training in any of the above mentioned areas, as may be determined from time to time by formal, non-formal, distance, correspondence, open and / or any other mode of learning or instructions.
- To provide for field research, extension programmes and extra-curricular and / or extra-mural studies those contribute to the development of the society.
- To establish and conduct the colleges and institutions of higher education and of specialized studies, in India or abroad, independently or in collaboration with other organization or organizations.

- To promote curricular, co-curricular activities, sports activities, etc for overall personality development of the students.
- To extend the benefit of knowledge and skills for development of individuals and of the society by associating itself with local and regional problems of development.
- To establish and conduct centres of social changes and extension, provide for health care, promote awareness about personal, community and social health; hygiene, well-being particularly amongst villagers and industrial workers.
- To make special efforts to promote national integration and preserve cultural heritage, in general, and of India in particular.
- To generate, promote and preserve a sense of self-respect and dignity among citizens, in general, and among weaker sections and among women in particular.
- To promote freedom, equality, social justice and secularism as advocated and enshrined in the Constitution of India, and to promote spirit of intellectual inquiry, pursuit of sustained excellence, tolerance and mutual understanding.
- To be catalytic agent in socio-economic transformation by promoting basic attitudes and values of essence for national development.
- To provide for administrative and financial support, infrastructure and other services for effective and efficient management of the activities of the educational institutions.
- To modify, amend, amplify, extend, expand or abridge, delete any of these provisions in order to improve, encompass any of the aim and objects in order to serve the Nation and the society better.
- To undertake such other actions and do such other things as may be necessary or desirable for furtherance of the aims and objectives enumerated in present or as may be expedient in future.

## **STRATEGIES**

### **1. Education**

- To continue to pursue excellence in teaching and learning and be a leading research-intensive University and to innovate, strengthen and enhance its position in domestic and international higher education field, especially in the health sciences fraternity.
- To maintain our current range of qualifications but also to seek to scale up from middle level (undergraduate degree) to higher level (Master's and Doctoral).
- To strongly re-establish, highlight and articulate our practice of emphasizing student learning than academic staff teaching.

## **2. Research**

- To place greater stress on preparations for Research by increasing and upgrading academic faculty with international levels of research.
- To significantly add to investment of time, energy and money to strengthen and undertake more research projects related to public and global health issues.
- To use the strengths of existing research platforms as catalysts to identify and develop an omnipresent research culture and cross-cutting research themes of national, regional & international relevance, so as to leverage research capacity and impact.
- To devise and implement active recruitment strategies and appropriate academic & financial support to foster the intellectual development of the students.
- To create a committee of senior faculty members for planned increase in the research output.
- To set minimum research output norms.
- To actively enroll postgraduate students and create a stimulating environment and study programs as well as mechanisms to ensure their success.
- To imbibe a flexible and differentiated approach to manage the creative tension between teaching and research and the diverse profile of staff in terms of interests, talent and expertise.

## **3. Human Resources**

- The recruitment, grading, support, progression and promotion of academic staff with best practice in the sector.
- To upgrade the faculty by moving to a position where the vast majority of our academic staff is both trained and active in research at international levels of excellence.
- To design and implement a special structure to support the aspirations of the students and faculty.
- To develop and attract highly skilled, research orientated academics to implement the University's strategies.
- To focus upon the university staff and help them in obtaining professional or equivalent qualifications.
- To focus on development of younger staff, as it will prove to be a long-term human capital for the University and its institutes.
- To develop a diverse and excellent cadre of young academics through succession planning and by increasing the pool of doctoral graduates and postdoctoral fellows.

- To enable faculty members and employees to attend external seminars, conferences, speaker events, or training events.
- To provide the opportunities, by allotting complementary work time for the staff to cross-train in other roles & responsibilities, with the information learned at a seminar or training.
- To create a “Readers Club” that includes purchase of fraternity related books & journals for members of faculty & staff and organise discussions on the books read.
- To organise 'cross institutes internal seminars' to help the employees learn & understand practices and developments of the other teams.

#### **4. Learning**

- To develop an inquiry-led curriculum in building the foundation for knowledge, high-level skills and an attitude to align with the community at large, among the students and researchers.
- To embed a question-based approach in undergraduate teaching and to use assessment as a tool for learning.
- To recognise the diversity of learning styles, experiences and experimentation represented within the student body and to respond in ways that creatively harness innovation.
- To provide multiple learning opportunities in a resource-rich environment in support of teaching & learning and to consider the most effective “blended” learning model to adopt.
- To provide financial aid to deserving students from poor backgrounds.
- To increasingly provide residence accommodation to students.
- To create on-campus earning opportunities for post graduate students by building online opportunity platforms for paid services such as online medical translation, online surveys etc; to establish independent training and guiding hubs to enable students earn while they learn.

#### **5. Infrastructure**

- To fast-track modernisation of all facilities by adopting latest technologies for multi-specialty development of medical, health services and biotechnological services.
- To digitise all academic and administrative blocks and services such as libraries etc. so as to create a more proficient and cost efficient input-output ratio.
- To consolidate umbrella services such as telecommunications so as to avoid repetitive expenses and efforts.

- To interlink websites and other similar platforms so as to provide easy and response based virtual infrastructure, which take all urgencies and priorities into consideration and enable quicker delivery practices to students as well as patients.
- To create better connectivity between all campuses and facilities such as academic and residence blocks and satellite action centres.
- To restructure administrative chain of command for better governance and accountability.

# A Bird's Eye View

- DPU's structure and functions are as per the provisions of statutory bodies and regulations governing deemed to be universities.
- All academic programmes are as per regulatory provisions of statutory bodies.
- Good programme options, academic flexibility, enrichment and value addition.
- Qualified, experienced and committed faculty and non-teaching staff over and above the sanctioned strength.
- Student enrolment is on the rise; good demand ratio, least dropout rate, enhancement in women's enrolment.
- Blended teaching-learning methods, adoption of ICT, learner centric approaches, pedagogic innovations.
- Good performance in the examinations (results).
- Good research culture, policy, promotion, facilities and incentives; MoUs, provision of budget for research, undertaking research projects, clinical trials sponsored by national and international agencies and industries (including WHO).
- Significant publications in indexed Journals with high Impact Factors, SNIP, SJR and Citation Index.
- Publication of 3 peer reviewed indexed research journals.
- Excellent extension and outreach activities.
- State-of-the-Art Infrastructure – Buildings, Equipments, Super Speciality Hospitals with all Diagnostic and Therapeutic Facilities, Central Support Facilities, Hostels, Quarters, Guest Houses, Sports Facilities (indoor and outdoor, gymnasium) and Well-maintained Campus.
- Central Library in each institution, computerised, e-library facilities, good collection and service.
- Excellent ICT facility, Internet, Wi-Fi, LAN, WAN; HMIS, EMR, PACS, ERP, Video Conferencing, Webinars.
- Very good maintenance and provision of all basic facilities.
- Proactive vibrant students activities with all facilities and incentives for co and extracurricular activities.
- Benevolent management, participatory approach, grooming of leadership, specific strategies for development of institutions and for departments, faculty recharge strategies.
- Good financial management, accounts and audit process (internal and external).
- Thrust to environmental consciousness and protection.
- Innovations and best practices in all spheres.
- Thrust to core values and contribution to rational development, adoption of technology, global competencies inculcation of values and quest for excellence.
- Proactive IQAC, quality initiatives, innovations and best practices.
- Steps towards excellence.



## Initiatives, Attributes and SWOC Analysis

1. Introduction of new academic programs
  - UG – 2: B. Tech. in Medical Biotechnology and P.B.B.Sc. Nursing (from 7 to 9)
  - PG – 2: M.D. in Emergency Medicine, M.Sc. in Bioinformatics (from 43 to 45)
  - Super-specialty – 2: DM in Nephrology and M.Ch. in Urology (from 1 to 3)
  - Ph.D.: 6 faculties and 37 subjects (from 13 to 37)
  - DPU Certificate / Diploma / Program – (from 13 to 47, out of which 10 approved by DEC-UGC-AICTE).
2. Enhancement in student enrolment (from 3062 to 3905); intake of many courses, including MBBS (from 150 to 250), BPT (from 60 to 100) and other PG Programmes. Similarly enhancement in enrolment of the Research Scholars, women and students from other states.
3. Curricular restructuring at regular intervals, recent advances; components of must to know and desirable to know; thrust to pedagogic innovations and exam reforms; CBCS, CGPA, semester system; integrated program, lateral entry, dual programmes.
4. Integrated teaching, Evidence Based Learning, Microteaching, Pedagogic innovations with ICT - Animations, Webinars, Smart Boards, ERP, Skype, Journal Club and effective Mentorship, thrust to student research.
5. Enhancement in teaching faculty from 495 to 712; and Supporting Staff from 1519 to 3373; Provision of faculty development programmes at three levels – University, Institution and Department. Apart from strengthening the institutional Cells, DPU has established a University Centre for Professional Education and Faculty Development (UCPE&FD); enhanced number of faculty development programs.
6. Global level video conferencing at DPU with selected internationally recognized institutions – Johns Hopkins University, USA and Hong Kong University; Webinars.
7. Examinations Reforms - ward rounds for PGs and Question paper pattern, OSPE and OSCE, project work for MDS apart from dissertation.
8. Significant rise in number of ICMR –STS research projects (from 10 in 2009 to 41 in 2014).
9. DPU Research Policies, awards and rewards as well as financial incentives, funds for research projects (Rs. 73.10 lakhs as incentives, 8.4 lakhs for publications).
10. Central Research Facility for molecular studies, CCL and Radiological Diagnosis leading to enhanced research. Generation of Research grants (projects and trials) from external funding agencies, (national and international) including WHO and SIDA, DST (Rs. 855.78 Lakhs; with DPU's share as 371 lakhs) (Ongoing – 82; Completed – 62; Clinical trials – 32).
11. Research publication in journals with high impact factor – Lancet (30 IP) and several other international journals. Significant rise in total publications; publications upto 2009 number of publications were 804; from 2009 to 2014

(upto June), the number of publications is 1842 (1049-National + 793-International); out of which 1260 in Indexed peer reviewed journals; good number of publications with high IP, SNIP, SJR Citation index and h index.

12. Publication of three indexed peer reviewed research journals, Concept and practice of Lab to land, Good number of awards (175), recognition (43) at National and International level; 112 Teachers in editorial boards (65-national; 47-international); one teacher in the editorial board of an internationally acclaimed book in medicine; Representation in committees (59-national; 32-international); Fulbright Nehru Fellowship, Fellowship of prestigious societies.
13. All departments are involved in honorary and reciprocative consultancy; Pediatrics and other selected departments are involved in international collaborative clinical trials and generated funds (around 50.00 lakhs). Melanocyte culture by Department of Dermatology in collaboration with CSIR laboratory and innovative research in Biotechnology.
14. MoUs with International institutions – Johns Hopkins Hospital, USA, Swedish International Development Authority, Sweden, Hong Kong University, etc.; Student and Teacher exchange programmes with prestigious institutions and industries; initiation for international collaborative research. Several batches of students from various foreign institutions have already visited DPU. Students and faculty of Johns Hopkins University are visiting DPU for four weeks in February 2015, to study the integration of medical and nursing education in developing countries.
15. Establishment of Human Milk Bank, first in a private Medical college in Pune.
16. Arranging multi-disciplinary, multi-specialty health camps throughout the year on regular basis and follow up at the Hospital. (more than 1500 Camps and around 1.5 lakhs beneficiaries).
17. Participation in number of health relief camps at places of major natural calamities as a means of disaster management - flood hit Kashmir and land slide in Malin Village in Maharashtra; adoption of 3 kms. PCMC road for median garden maintenance.
18. Provision of free medical treatment including sophisticated diagnostic services like MRI, CT scan along with free diet for indoor patients.
19. Enhanced state-of-the-art infrastructural facilities – Hi-tech Hospital, Modular OTs, enhanced bed strength and ICUs. (Enhancement in bed strength from 840 to 1480; provision of 18+18 new modular OTs; 10 ICUs; 63 Specialty clinics; provision of 3 super specialties; introduction of 5 more super specialties); enhancement in facilities at Dental College Hospital; 388 Dental chairs (ergonomically designed).
20. All physical infrastructural facilities as per as well as over and above the requirement of statutory bodies. Built-up area has been increased from 1.30 lakhs sq. mtrs. to 2.15 lakhs sq. mtrs. With well-furnished class rooms (48); seminar halls (40); student laboratories (48); research laboratories, museums (16), demo rooms (57), computer laboratories (7), auditorium (3),

skill laboratories (4), all provided with good furniture, ICT and other facilities; Enhancement in floor/ built up area, campus and facilities; Renovation / addition of infrastructure departments; construction of new buildings

- Construction of new hospital building (G+8), hostels and other facilities (from 8 to 17 hostels with 833 rooms, 1858 students) and staff quarters (from 42 to 140).
  - Automation/digitalization of library, enhancement in book collection (from 22270 to 48319); journals (from 287 to 362; e-journals 2117); modernization of reading rooms & e- library, OPAC; enhanced floor space of library, reading room capacity and departmental libraries.
  - Enhanced provision of ICT 15 servers, 107 LCDs, 860 Computers and relevant software. Wi-Fi, broadband, internet speed, optic fiber connectivity, ERP, PACS, HMIS, EMR and so on.
  - Enhancement in the provision of basic amenities and maintenance.
22. Publication of 4 student magazines (Dhanvantari, Impressions, Spectrum and Sparsh), wall magazines; Student council has become more vibrant, unique medical music band and annual fairs; responsive and receptive alumni forums in all institutions.
  23. Representation of undergraduate students of DPU at International Physicians for prevention of Nuclear War (IPPNW) Forum at Villingen – Schwenningen, Germany; Basel; Switzerland and Hiroshima, Japan.
  24. Thrust to participatory management, leadership, accountability, welfare; Quality policy, establishing IQAC, A-A-A; enhancement and sponsorship for FDPs and SDPs; 360 feedback analysis.
  25. Generation of resources and enhancement in budget; Emphasis on internal and external audits.
  26. Provision of free medical treatment, diagnostic facilities, (including sophisticated MRI, CT scan, auto analyser, food and medicine to patients as a CSR activity and contribution to national development).
  27. As a welfare policy, fees waiver for economically challenged students (Rs.124.76 Lakhs for 47 students).
  28. Water treatment and water recycling plants involving an expenditure of about Rs. 100 lakhs; Enhancement of greenery, landscaping, facilities, scientific ways of disposal of wastes, environment / green / energy audits.
  29. Initiation for center of excellence; during this year, DPU has established five new super specialty clinical services namely pediatric surgery, plastic surgery, cardio thoracic surgery, Cardiology and Neurology. Apart from these initiatives and attributes, DPU has introduced number of innovations and adopted best practices at all levels.
  30. Adoption of best practices, introduction of innovative concepts, internalization and institutionalization of quality initiatives, Vision 2025 document.

## Strengths, Weaknesses, Opportunities & Challenges

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### STRENGTHS

- Multi faculty university, especially in the field of health science, biotechnology and management studies, offering a variety of UG, PG, Doctoral, specialty and super-specialty programmes, with updated relevant curriculum; introduction of CBCS, semesterisation.
- Qualified, competent and experienced teaching faculty, professionals, as well as committed and dedicated technical, nursing and non-teaching staff and community; emphasis to learner centric ICT based teaching-learning approaches and pedagogic innovations.
- Maximum thrust on research work, projects, publications, clinical trials and MoUs with national and international agencies.
- State-of-art physical infrastructural facilities and instrumentations for institutions, laboratories, diagnostic centres, hospitals, hostels, ICT, library and other support facilities, for all stakeholders – students, faculty and patients.
- Maximization of extension and outreach activities to fulfill ISR through RHTC, UHTC, rural, slum and school camps, participation in city corporation projects.
- Good governance with transparency, accountability, participatory and benevolent management, perspective planning, DPU vision document 2025, thrust to welfare measures.
- Emphasis on quality culture, initiatives, sustenance and enhancement, innovation, best practices; realization of core values – national development, usage of technology, global competence and inculcation of human value systems, inclusive practices and sincere service.
- Abundance of clinical material is available to train students.
- Free treatment including expensive sophisticated investigations for all indoor as well as outdoor patients at multi speciality hospitals along with medicine and food.

### WEAKNESSES

- Lesser emphasis to inter-institutional projects and interdisciplinary / trans-disciplinary approaches in some of the institutions; Lack of total internalization and institutionalization of research culture.
- Less number of awards and recognitions at international level; lack of doctoral degree holders in allied health science institutions; lesser enrollment for doctoral programmes in health science faculty.
- Lack of international, national patents, international projects.
- Total effectiveness of e-governance at all levels due to differential levels of stake holders.
- Dualities between teaching, research, professional practice and health care service.

## **OPPORTUNITIES**

- To include other allied health science educational institutions under the ambit of DPU to enhance the horizon of comprehensive medical / health care.
- To start new super super-speciality and professional programmes and dual-degree / twinning programmes; strengthen existing programmes, FDPs and SDPs.
- To enhance the number of MoUs and linkages for collaborative research and clinical trials, publications, seminars / symposia / workshops, exchange and sharing of resources.
- To strengthen telemedicine, 'e' dissemination, networking with other institutions, a move towards green computing, paperless office, e-governance; to institutionalize ICT based blended teaching with innovations; strengthen hospitals, modular OTs, research laboratories, speciality and super-speciality clinics, facilities and services.
- To utilize the increasing inflow of patients with myriad of ailments to extend best health care and use it to provide best medical education; to maximize use of vast clinical resources for innovative approaches and best practices.
- To grow and develop as a world class institution for education and health care.

## **CHALLENGES**

- To meet the expectations and demand of ever rising inflow of patients for best health care; to overcome societal dogmas, misperception about diseases, health, habits, lifestyle and their impact on patient management.
- Retention of young staff for longer duration due to their widening career opportunities in new establishments.
- To keep pace with ever increasing need for modernization of equipments in the light of their fast obsolescence and arrival of new products in the market.
- Time management by professionals for teaching, research and their specialized professional service / consultancy; to keep and sustain the motivational level 24x7.
- To retain the established brand name, standing up to competition from other institutions and sustain the established growth trajectory.

## Goal Setting, Bench Marking and Image Building

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### GOAL SETTING

At 4 levels: University / Institutional level, Departmental level, Individual level

#### 1. Academic Programmes / Curriculum Development

- To introduce / strengthen academic programmes at all levels.
- To establish Centres of Excellence – Medicine, Dentistry and Biotechnology.
- To start innovative / interdisciplinary academic programmes.
- To introduce specializations in existing programmes.
- To introduce allied health science UG, PG and Ph.D. programmes.
- To introduce one certificate course of 3-6 months duration as value addition in each department. Eg.: Human behaviour, Medical Humanities, Business humanities, CAL multimedia etc.
- To introduce at least one skill oriented certificate programme per department for +2 / UG / PG students leading to professional / technical development.
- To encourage Twinning / Dual Degree programme.
- To introduce integrated programme in Nursing / Physiotherapy / Biotechnology / Optometry with lateral entry and exit options.

#### 2. Teaching-Learning and Evaluation

It is proposed to enhance pedagogic strategies and innovation.

- To strengthen blended / ICT based teaching-learning methods; to enhance e-learning; video-conferencing; webinars; ERP; online lectures; video lectures; use of animations, computer simulations.
- To prepare institutional repository of e-learning material – lecture and practical instructions, SoPs, case studies, integrated teaching, PBL, EBL, CBL and so on.
- To strengthen student enrichment programmes and institutionalise them (min. of 10 programs / year per department).
  - Orientation, special lectures, endowment lectures, symposium on recent advances
  - Workshops for skill-development
  - Annual exhibitions, fairs, fests.
- To strengthen faculty development cells at all three levels; to organize a minimum of 4 programmes per year per cell / unit.
- To organize seminars / symposia / conferences / workshops on regular basis / year at DPU
  - International level – 2 to 4
  - National level – 4 to 8
  - State level – 8 to 16
  - College level – 16 to 32
  - (1/5th of the departments to be identified each year).
- To organize at least 10 Webinars / year / DPU.
- To institutionalise Video Conferencing and Telemedicine.
- To introduce examination reforms – online examination for IA, double coded evaluation for UG and Quadra evaluation for PG and Ph.D.
- To experiment open book examination.
- To train students on MCQ online examination.

- To prepare Question Bank for IA and University examination.
- To develop strategies to retain staff through incentives enhanced research facilities and welfare measures.

### **3. Research and Development**

In order to internalise, institutionalize and enhance research at all levels, it is proposed to fix the minimum target for each researcher.

- **Researcher/Teacher:**
  - Must have at least one sponsored project (as principal investigator) at any given time.
  - Must publish at least one research article / year in indexed peer reviewed ISSN journal (at least 5 for 5 years) preferably as first authors.
  - Must present at least two research articles in national and international seminar / symposia / conferences / workshops preferably as first authors.
  - Must be a part of a research group involved in clinical trials (clinical departments).
  - Must write at least one book / booklet / chapter in a book / a review article in their specialized area once in three years.
  - To be a part of at least one collaborative activity (international / national / State).
  - To write at least one SOP / year.
- DPU may sanction at least one major and two minor research projects per department in every year. (minimum of Rs. 2.00 lakhs for major project and 0.5 lakhs for a minor project; i.e. Rs. 3.00 lakhs per department per year; each project with the duration of 2 years).
- DPU may earmark a minimum of Rs. 3.00 lakhs of research grants per department, allocation of a minimum research grant budget of Rs. 120 lakhs per year for research.
- DPU may earmark a minimum 10-15% for developing research and diagnostic facilities.
- To institutionalise and internalise research culture – interdisciplinary, trans disciplinary collaborative sponsored projects.
- To provide higher incentives for teachers to present and publish research papers.
- To strengthen Doctoral programmes in all departments, especially in health sciences departments.
- To encourage teachers of Biotechnology to file patents.
- To strengthen the three journals and ensure their indexing in majority of data bases.
- To enhance the circulation of the DPU journals and their quality (IF, SNIP, SJR).
- A faculty member must provide consultancy service to industry and generate resources to be shared.
- To enhance collaborative activities and MoUs at all levels.

#### **4. Institutional Social Responsibility:**

- Each department to undertake at least four extension and outreach activities per year (apart from the camps of Community Medicine and Public Health Dentistry).
- Each staff member must participate in at least four extension activities (other than that of the department or of Community Medicine and Public Health Dentistry).
- The department of Community Medicine to organise more number of camps (at rural, urban, school, slum, etc.), at least 10-15% over and above the last year achievement.
- To adopt “a village every year” for extension activity to be carried out throughout the year.
- To participate in national and health missions.
- To undertake regional health surveys and record the prevalence of diseases and disorders.
- To strengthen RHTCs and UHTCs to serve the rural masses.

#### **5. Physical Infrastructure and Learning Resources:**

- To undertake continuous upgradation of physical infrastructure – classrooms, museums, practical halls, etc.
- To construct a state-of-the-art well-furnished auditorium with a capacity of 1000 with all the necessary AV / ICT facility.
- To construct a furnished Dormentry (capacity of 300) for the benefit of attendants of patients.
- To construct a multipurpose, indoor stadium (capacity of 2000) to conduct indoor sports, gymnasium, yoga, meditation, convocation and social gathering.
- To undertake continuous upgradation of hospitals in terms of bed strength, ICUs, OTs, special wards, diagnostic units, radiography and imaging.
- To upgrade clinical instrumentations / equipments on a continuous basis.
- To develop animal house with breeding facility to upgrade research facility.
- To construct / upgrade the faculty lounge/ lobby with all facilities.

#### **6. Learning Resources and facilities:**

##### **Library resources and facilities:**

- To upgrade the central library of colleges with independent cubicles / round tables for reading and browsing.
- To keep the reading and reference section open round-the-clock.
- To enhance number of books / journals – at least by 5% every year.
- To enhance subscription for databases and INFLIBNET facilities; to subscribe e-books and e-journals.
- To develop institutional learning repository (Ph.D. Thesis, Dissertations, publications, review articles, SoPs, etc.)



**IT facilities:**

- To ensure latest hardware and softwares.
- To maintain / enhance the speed of internet and intranet.
- To strengthen hardware and software for e-governance, e-learning, e-intro retrieval, e-data management, e-storage, security, ERP, HMIS, EMR, PACS, Tele-medicine, Webinars, Video-conferencing and so on.

**7. Student Support and facilities:**

- To institutionalise mentor system as well as to strengthen socio-academic and career counselling apart from professional psychological counselling to the needy.
- To enhance incentives and welfare measures to the students – gold medals, merit prizes, awards, fee waiver.
- To strengthen yoga, meditation and physical fitness strategies and internalise them – place, facilitation, instruction, timing, incentives and so on.
- To publish college magazines with specified norms in all the seven institutions.
- To ensure wall magazines with specified norms in all the departments (both print and digital).
- To introduce query boards in each departments (print and digital).
- To strengthen student enrichment programmes for soft skills, values and competence.
- To encourage students to undertake projects, field surveys, publish papers and participate in academic / co-academic deliberations with incentives (best student researcher award).
- To strengthen student exchange programmes and their participation in video-conferencing / online lectures.
- To ensure computer laboratories in hostels with Wi-Fi connectivity; to explore the possibility of ensuring a laptop for every student.
- To train students for online entrance tests

**9. Governance and Leadership:**

- To redefine and strengthen policies of HR, research, quality and strategic developments from time to time – at least once in 3 years based on need based analysis.
- To institutionalise and internalise e-governance at all levels (College, Hospital, Vidyapeeth) (each head units 9 sub-heads - one each of 7 constituent units, hospitals and university office).
- To explore new avenues of incentives, awards and welfare measures to attract and retain experienced staff.
- To bring other institutions of allied health sciences under the ambit of DPU to enhance the horizon of comprehensive health care.
- To expand the facilities and provisions at the hospital to meet the increasing inflow of patients.
- To modernise and enhance the infrastructure based on the review once in 3 years.
- To strengthen office manual and examination manual.
- To ensure the specified percent of allocation of budget under the specified headings / heads of expenditure, as per the need and standard procedures.

- To undergo certification by accreditation agencies of national and international repute – NABH, NABL.
- To enhance the number of MoUs with institutions and industries (national, international).
- To institute endowment for endowment lectures, endowment prizes, gold medals, national / international awards for teaching / research / life time contribution and so on.

### **BENCH MARKING**

- To grow as a premier institution of higher education at all India as well as global level – AIIMS / PGI / GIPMER.
- To get the certifications of national and international agencies for academic programmes and health care services. (NABL, NABH, JCI, AABB, AERP, ISO 9001.
- To get ICMR regional / speciality centre for training and research (MET as a regional centre).

### **IMAGE BUILDING**

- To strengthen our domestic & international profile by increasingly addressing society's need for new knowledge through research.
- To build our image as a research-intensive University by simultaneously concentrating on problems of national and/or regional concern in order to maximise local impact while enhancing our academic stature and visibility within a highly competitive international world.

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## Future Plan of the Departments: Short Term projections

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### 1. Dr. D.Y. PATIL MEDICAL COLLEGE, HOSPITAL & RESEARCH CENTRE

#### **Anatomy**

- To establishing New Anatomy Museums: (Virtual; Clinical; Prenatal, Neonatal & Paediatric Anatomy museum).
- Sophisticated Electron Microscopy facilities; Molecular Genetics laboratory; FISH Technique facilities of Genetics laboratory.
- To undertake more projects and enhance publications in journals with high impact factors.
- To spread awareness movement for body donation & organ donation.
- To introduce plastination technique and enhance number of plastination specimens.

#### **Physiology**

- To strengthen E classroom and laboratories; Immunology, clinical Physiology & Sport Physiology.
- Yoga & Meditation, Pranayama classrooms and centres.
- To enhance research activities, FDPs, publications and Ph.D. programme.
- To collaborate with Physiotherapy College for interdisciplinary research.

#### **Biochemistry**

- To start certificate courses in
  - (i) Clinical Biochemistry and
  - (ii) Molecular Diagnostics.
- To obtain NABL accreditation, for its laboratories.
- To start Prenatal diagnosis of inborn errors of metabolism e.g. haemoglobinopathies.
- To enhance FDPs, research projects, publications and Ph.D. programmes.

#### **Pharmacology**

- To establishing Hospital Formulary; Therapeutic Drug Monitoring Centre.
- To use in vitro techniques and virtual laboratory techniques.
- To extend active Pharmaco-vigilance services in PCMC area.
- To enhance FDPs, seminars, projects, publications and strengthen doctoral programme.
- To undertake collaborative sponsored projects, with pharmaceutical industries.

#### **Pathology**

- To set-up molecular diagnosis laboratory with the facilities of Southern Blot, FISH, Microarrays; Flow Cytometric analysis of various Hematologic Malignancies.
- To strengthen the immune-histochemical marker panels for diagnosis and prognosis.
- Accreditation of laboratory.
- To enhance research projects, publications, FDPs.

### **Microbiology**

- To obtain accreditation of laboratories by NABL and RNTCP.
- To utilize confocal microscope and flow cytometry in future microbiology research projects.
- To undertake collaborative funded projects, FDPs and enhance publications.

### **FMT**

- To start Post-Graduate Degree & Diploma courses.
- To establish toxicology garden having common toxic plants.
- To enhance ICT based teaching-learning.
- To undertake research projects and enhance publications.
- To obtain the permission from governments for conducting autopsies.

### **Community Medicine**

To introduce

- Value added courses such as research methodology, MPH.
- Dietetics and Industrial Health, Statistical Packages.
- Non Communicable Diseases Registry.
- Increasing coverage of health services in rural areas.
- To undertake research projects and enhance publications.
- To enhance outreach activities, survey work and participation in health missions.

### **Medicine**

- Introduction of Competency Based Evaluation of UG & PG Students (module development in process).
- Targeting research projects by national funding agencies like ICMR & CSIR & DST.
- Develop of state-of-art super-speciality facilities like Neuro-electrophysiology Lab, Cardiac Cath Lab with EP Module, New Intensive Care Unit with Extensive Hemodynamic Monitoring, Endocrine Lab, Molecular Diagnostic facilities etc.
- To offer value added programmes on BLS.
- To prepare SoPs and guidelines, GCPs, booklets for health awareness.
- To become a centre with potential for excellence.

### **Paediatrics**

- To introduces Fellowship and DM in Neonatology.
- To enhance clinical trials and consultancy projects and publications.
- To undertake school camps in rural and urban areas.
- To become a centre with potential for excellence.

### **Pulmonary Medicine**

- To become a centre with potential for excellence.
- Research on TB in collaboration with Johns Hopkins University (as per MOU).

- Research on MDR-TB in collaboration with Biotechnology (drug designing); Research on Novel COPD marker in collaboration with Institute of Biotechnology; industrial pollution and lung diseases.
- To procure Endo-bronchial LASER; Endo-bronchial USG
- To strengthen and enhance Allergy clinics – speciality and super specialization.
- To strengthen FDPs, Research Projects and publications.

#### **Dermatology and Venerology**

- To start culture of melanocytes and keratinocytes to treat vitiligo cases.
- To become the nodal centres of NLEP for Leprosy and NACO for HIV.
- To further upgrade the infrastructure by getting different and high quality cosmetology and dermato-surgery equipments like body sculpting lasers.
- To start hair restoration surgeries.
- To strengthen CMEs/FDPs, research work and publications.
- Preventive dermatology – to further evaluate upcoming genodermatoses; to offer a gene based diagnostics and preventive methods for common genodermatoses like neurofibromatosis and tuberous sclerosis.

#### **Psychiatry**

- Up gradation of curriculum for UG and PG students.
- To emphasize the need for the introduction of a separate evaluation pattern for Psychiatry for UG students at MCI and Government level.
- Introduction of Value Added Programme titled 'Post Diploma in Clinical Orientation and Counselling Psychiatry' for MD Psychiatry professionals.
- Short term enrichment programme on mental health and human behavioural science.
- Promoting quality and novel research both by teachers and students.
- Collaboration with other institutions / NGOs and pharmaceutical companies.
- Procurement of ultra-sophisticated instruments like rTMS, fMRI and nuclear imaging facilities which will improve patient care and will give impetus for research in the field of neuropsychiatry.
- Mobile psychiatric clinic for remote areas where psychiatric facilities are not yet available.
- Mental health awareness in general public by camps, poster presentations, lectures, newspaper articles and television talks.

#### **Surgery**

- To start fellowship in Minimal Invasive Surgery (MIS).
- To establish of Medical Simulation Laboratory.
- To undertake collaborative research and enhance publications.
- To strengthen FDPs.
- To start cadaver laboratory.
- To introduce specializations at PG degree level.

**Orthopaedics:**

- Paediatric Orthopaedic Clinic; Geriatric Orthopaedic Clinic.
- Collaborative research with Bio-medical implants; knee replacement surgery.
- Enhancement in FDPs, Research, Publications and Outreach Activity.

**Ophthalmology:**

- To enhance surgical skills of residents through review.
- To strengthen surgical skill lab (microscope phaco machine).
- To improve "Problem Based Learning".
- To give more emphasis to various ophthalmic procedures and minor surgeries, for developing professionalism in interns and Introduction of assessment at the end of ophthalmology posting for interns.
- To Start "Diabetic Retinopathy clinic" since India is now the Diabetic Capital of the World and Upgrade speciality clinics.
- To strengthen research, publications, FDPs and outreach activities.
- To collaborate with other Institutions to have multi centric clinical trials.

**Otorhinolaryngology:**

- To increase student enrichment programs for postgraduate students in the form of Rapid Revision Courses.
- To acquire state-of-the-art digital museum for undergraduates as well as postgraduate students.
- To start more specialty clinics viz. 'Tumour clinic' and 'Thyroid clinic'.
- To strengthen CME, FDPs, Clinical meetings

**Anaesthesiology:**

- To upgrade and strengthen "Labour Analgesia".
- To start USG guided Nerve Block.
- To conduct Workshops, CME's on recent advances and techniques.
- To start IDCC; Courses on Cardiac and Neuro-anaesthesia.
- To start American Heart Association(AHA) recognized courses of BLS and ACLS for Medical and Para-Medical staff.
- To enhance publications and projects.
- To start value added courses on Cardiopulmonary resuscitation and regional anaesthesia.

**Radiology and Imaging**

- To strengthen E classrooms for interactive sessions.
- Tie up with international universities & faculty for research & training.
- To achieve excellence in teaching & learning methodology.
- Special Geriatric Imaging Services.
- Dedicated anomaly scan with 4D with Parental & Genetic counseling.
- Stroke imaging – To utilize Stroke Protocol for early diagnosis & treatment of Stroke.

- To establish trauma protocol in investigations in Polytrauma cases to reduce morbidity & mortality.
- Calcium scoring & CT coronary angiography for screening of coronary artery disease in high risk groups population.
- To start Fellowships in – GIT, Musculoskeletal system, Neurology, Advanced interventional procedures and Therapeutics.
- Elastography USG machine for Breast, Thyroid & Liver, USG Contrast Study for Tumors, VU reflux, USG Contrast Agent for Imaging of Neoplastic lesions.
- DR system for increasing output, HIS system to enhance search activity, Dicom Paper print camera – Eco-friendly.
- MRI 3 Tesla for increased spatial & temporal resolution (Optimum utility in Neuroradiology, Musculoskeletal and body MRI; MRI Spectroscopy, MR angiography, functional MRI, DTI; Increased resolution in shoulder, Knee & other Joints; prostate and rectal cancer & cancer staging).
- High End linear probe (Freq. 16 MHz to 30 MHz) for imaging orbits, Peripheral Nerve & Tendons.
- To strengthen research, FDPs and enhance publications.

#### **Obstetrics and Gynaecology**

- IVF- ET Clinic; Sperm Banking; Cord Blood Banking.
- Gynaecological Oncology Unit.
- To strengthen research, publications and FDPs.

#### **Emergency Medicine**

- To undertake interdisciplinary research.
- To strengthen integrated teaching.

#### **Neurosurgery**

- Ward rounds to be made part of General Neurosurgery M.Ch Examinations.
- To established cadaver Neurosurgery Lab for Training of General Neurosurgery Residents.
- Online CME programme; enrichment in research activity
- Skill labs; basic Neurosurgery modules to be included in Undergraduate training programme.
- CUSA (Cavitron Ultrasonic Surgical Aspirator).
- Neuro Navigation System.

#### **Urology**

- To strengthen regular cadaveric transplant programs.
- To acquire robotic equipment for urological procedures.
- To educate and train students in Urology be at par with any renowned international and national institute in the world and contribute in field of Urology.
- To start super speciality clinics – Paediatric Urology, Urogynecology.
- To strengthen Research, FDPs, Publications.

### **Nephrology**

- Establishing robust cadaver transplant programme.
- Establishing a centre of excellence for Peritoneal dialysis.
- Establishing as a centre for difficult access placement in HD.
- Strengthening of speciality clinic – Paediatric Nephrology.
- To develop as a premier institute for Glomerular diseases.

## **2. Dr. D.Y. PATIL DENTAL COLLEGE & HOSPITAL**

### **Prosthodontics & Crown and Bridge**

- To update the curriculum including contemporary knowledge of implantology at an under graduate Level.
- To establish a standard protocol and further the concept of prosthetically driven implant planning and delivery.
- To undertake sponsored and collaborative research projects.
- To obtain chair side CAD-CAM facility.
- To procure a steady source of maxillofacial materials from abroad at affordable cost.
- To set up an independent Department of Dental Material Sciences.
- To strengthen the existing “buddy system” of mentorship (PG students as peers) for undergraduates whereby they will be allotted a post graduate student as mentor to approach with doubts related to patient work and theory.
- To create a maxillofacial clinic dedicated for providing support to neighbouring hospitals and have regular postings for post graduates as an integrated part of their curriculum.
- To strengthen research, publications and FDPs.

### **Periodontology**

- Periodontal Microsurgery and Lasers in Periodontology.
- Frequent Webinars & Skype Seminars with International Luminaries.
- To get more adjunct visiting international faculty.
- To enhance the number of funded research programs.
- Increase the number of International Collaborations in research and academic processes.
- To enhance publications, FDPs and projects.
- To establish stem cell research as a part of the PG program.
- To start a state-of-art Periodontal Microsurgery Unit.
- To strengthen implant centre.

### **Oral And Maxillofacial Surgery**

- Introduction of Value added certification courses for undergraduates in the field of suturing techniques, wiring techniques, incision and flap design.
- Hands – on course on Basic life support and advanced trauma life support for undergraduate and postgraduate students.
- Adoption of pedagogic innovations, with emphasis on evidence based learning.



- To adopt online examinations for formative evaluation.
- Add more research thrust areas, increase the number of research activities by both staff and students.
- State-of-art dental Implant centre.
- Modernization of the infrastructure.
- Strengthening of FDPs, Projects, Publications.

#### **Conservative Dentistry, Endodontics & Aesthetic Dentistry**

- Introduction of certificate courses in laser dentistry and micro-dentistry.
- Magnification procedures in treatment.
- Robotic Mannequins for preclinical training.
- Adoption of pedagogic innovations, with emphasis on evidence based learning.
- To adopt online examinations for formative evaluation.
- To undertake sponsored and funded research projects in major thrust areas.
- Modernisation of infrastructure.
- Strengthening of research, FDPs and publications.

#### **Orthodontics and Dentofacial Orthopaedics**

- To Undertake Community Based Orthodontic Extension Services, strengthen research, publication and FDPs.
- To initiate International Research Collaboration project with Discipline of Pedodontics & Orthodontics, Faculty of Dentistry, University Of Hong Kong
- To setup Lingual orthodontic Laboratory.
- To procure and use 3D cephalometric analysis software.

#### **Oral Pathology and Microbiology**

- To introduce certificate course in Forensic Odontology.
- Credit based system for internal academic audit.
- e- learning programs to be enhanced.
- International collaborations and good continuing dental education programmes and Provide better services to the community with emphasis on early diagnosis of oral cancer.
- To establish state-of-art Microbiology lab, with PCR, Genomic sequencing facilities.
- Holistic development of students with value based education, International quality education with orientation for higher studies.
- Complete incorporation of molecular diagnostic techniques.
- Strengthen research activities, FDPs and publication.

#### **Public Health Dentistry**

- Certificate program in Research methodology and Biostatistics.
- Students exchange program from International Universities.
- International Collaboration and procuring grants for research projects from external sources.

- Strengthening the satellite centres and the department clinic by having comprehensive dental care facilities.
- Motivating students to take up general practice or outreach activity in dentistry in rural community areas.
- Grooming students to become community leaders.
- Carrying out research that can be applied to the society.

#### **Pedodontics and Preventive Dentistry**

- Introduction of pre-clinical training to III and IV BDS students.
- Strengthening of ICT enabled teaching learning methods.
- Research activity through international collaboration, reaching out to institutionalized special children.
- Upgrading of the infrastructure and learning recourses to keep pace with recent advances.
- Encouraging postgraduate students to take up Fellowship and PhD programmes.
- Continuing and strengthening the outreach activity namely adoption of institutes for treatment of physically and mentally challenged children.
- Strengthening of research activities and FDPs.

#### **Oral Medicine and Radiology**

- Introduction of certificate course on chair side pre-cancer screening.
- Introduction of certificate courses on CBCT interpretation.
- Digital radiography as value addition in the curriculum, and decreasing radiation exposure.
- Enhance diagnostic skills as per global trends.
- Strengthening of research activities, FDPs.

### **3. Dr. D.Y. PATIL BIOTECHNOLOGY & BIOINFORMATICS INSTITUTE**

- To start M. Tech Biotechnology.
- To start short term / certificate courses.
- To promote patent filing.
- To initiate a new thrust area in stem cell research.
- Addition of Research service facilities.
- Development of Diagnostic Kits.
- To develop as a global research centre for higher studies and research.
- Future diversification of Biotech degree program.
- To further strengthen international collaborative research.

### **4. GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE**

- To start under graduation course in management .
- To start Executive / part-time MBA program.
- To start entrepreneurship development centre.

- To introduce more industry based specializations.
- To strengthen research activities and FDPs.
- To introduce value added courses such as: Diploma in supply chain management, Diploma in logistics management, SAP courses, Diploma in Guiding and Counselling etc.

#### **5. Dr. D.Y. PATIL COLLEGE OF NURSING**

- Certificate course on Geriatric Nursing.
- Certificate course on Cardiovascular thoracic Nursing.
- Planning for inter-university scientific sessions.
- Promoting quality and novel research both by teacher and students.
- More Collaborations and Consultancies.
- To enhance outreach activities.

#### **6. Dr. D.Y. PATIL COLLEGE OF PHYSIOTHERAPY**

- To develop GAIT LAB WITH MOTION ANALYSIS.
- To introduce short term courses; Continuation of short courses on Aerobic/Fitness Trainer and Mulligan's Workshop. Diploma in Manual Therapy in collaboration in Capri Institute of Manual Therapy, New Delhi.
- Organize National Level Conference on Recent Advance Therapy.
- Exploring possibilities for funding from external agencies for interdisciplinary researches.
- To carry out more Extension activities and NSS activities to serve the community. To strengthen consultancy services and collaboration with various institutes.
- To enter in to MoU with Physiotherapy equipment manufacturers.
- To strengthen research and FDPs.

#### **7. Dr. D.Y. PATIL INSTITUTE OF OPTOMETRY AND VISUAL SCIENCES**

- To start PG course in Optometry.
- Advance Contact Lens course.
- Applied Dispensing Optics in collaboration with Essilor India Pvt. Ltd or Zeiss India.
- PG Diploma in Advanced Clinical Optometry [PGDACO].
- To undertake survey and research activities.

## Perspective Plan of DPU: Long term Projections

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The perspective plan is based on the status report, need-based analysis, global and national trends / expectation and the Vision of DPU itself. The aim is to achieve the goals set and bench marks identified.

### **CURRICULAR ASPECTS**

- To start super-speciality academic programmes D.M. / M.Ch. in
  - Neurology
  - Cardiology
  - Paediatric Surgery
  - Plastic Surgery
  - Cardio Thoracic Surgery
  - Nero Natology
- To start PG programmes - MD / MS / PGD / M.Sc. / MDS / M.Tech. emerging disciplines from time to time.
- To introduce PG programmes and specializations in Nursing, Physiotherapy, Biotechnology, Bioinformatics, Management, Nutrition, Dietetics, Virology, Molecular Biology.
- To introduce B.Sc. and M.Sc. in health sciences and technology, medical lab technology, clinical research, biostatistics, radiology, hospital administration, medical social work, medical journalism & mass communication, anatomy, physiology, microbiology, pharmacology, biochemistry.
- To introduce value added short term programme for its UG / PG students in each department.
- To introduce skill oriented programme (certificate / diploma for +2 / UG degree holders) to ensure availability of technicians / technical assistants. Eg.: MRI technician, Dialysis technician and so on.
- To review / revise / update curriculum of UG / PG once in 3 years.
- To introduce twinning programmes, dual degree, integrated programme and credit transfer facility.

### **TEACHING-LEARNING AND EVALUATION**

- To strengthen ICT based blended teaching-learning methods.
- To strengthen DPU's ERP system for e-learning.
- To enhance the sessions of video-conferencing and webinars.
- To develop institutional learning repository.
- To develop linkage with premier institutions of India and abroad for online lectures and demonstrations.
- To enhance the number of integrated teaching methods.

- To introduce a component of online MCQ based examination as well as open book examination for internal valuation.
- To introduce double valuation for UG examinations.
- To ensure publications by PG and Ph.D. students.

### **RESEARCH, CONSULTANCY AND COLLABORATION**

- To enhance MoUs with premier institutions of India and abroad for collaborative research, student-teacher exchange on regular basis.
- To identify and develop 5 departments of Medicine, 2 departments of Dentistry and Biotechnology Institute as Centres of Excellence; identify the thrust areas of research.
- To Institute 25 Research Fellowships for students to pursue Ph.D. programmes.
- To introduce D.Sc. programme in selective subjects and faculties.
- To sanction research projects, prizes, awards, incentives as per the budgetary allocation and goals set.
- To identify 3-5 teachers every year for sabbatical leave and higher studies.
- To undertake consultancy services.

### **INFRASTRUCTURE AND LEARNING RESOURCES**

- **Library**
  - To add a minimum of 5% of total collection every year.
  - To enhance e-library facilities and resources.
  - To strengthen cubicles / enclosures for PG and teachers in Reading Room.
  - To keep the library browsing and e-library open round the clock.
- **IT Facilities**
  - To enhance and upgrade the facilities for webinars, video-conferencing, ERP, HMIS, EMR, PACS.
  - To establish language laboratories.
- **Physical Infrastructure**
  - To enhance the number of ICUs, bed strength, wards, special wards, modular OTs and dialysis units.
  - To constantly upgrade the research, diagnostic and therapeutic instruments under MODROB.
  - To provide higher level of animal house facility and get GLP accreditation.
  - To provide a state-of-the-art auditorium with all ICT and AV facilities.
  - To computerise the CCL.

### **INSTITUTIONAL SOCIAL RESPONSIBILITIES**

- To enhance the number of multi-speciality health camps to reach the unreached and serve the unserved.
- To adopt a village every year in selected Tehsils for extension activities and health camps.
- To identify a theme of health awareness every year based on national / global initiatives and carry out extension activities accordingly.
- To identify a Disaster Management Brigade and provide training to them.
- To participate in national health mission projects like polio vaccination, BCG vaccination, prevention of TB, malaria, AIDS, dengue, swine flu, cancer, life style disorders.
- To establish a model geriatric home.
- To adopt a rural school.
- To develop a best herbal garden.

### **GOVERNANCE AND LEADERSHIP**

- To bring allied educational institutions (Ayurveda, Homeopathy, Naturopathy –Ayush) under the ambit of DPU.
- To bring hospitals under NABH and diagnostic clinical laboratory under NABL.
- To get the Blood Bank certified and accredited by international agencies.
- To implement performance based appraisal system to extend incentives.
- To create a position of Emirates Professor / Visiting Professor in every department.
- To undertake mission mode projects:
- DPU virtual interactive e-learning world.
  - DPU Telemedicine network.
  - ICMR sponsored MET.
  - WHO sponsored clinical trials.
  - To implement the steps included under goal setting and bench marking.

### **INNOVATIONS AND BEST PRACTICES**

- To establish a model solar power grid for power generation.
- To streamline the use of treated water for secondary usage purposes.
- To develop a DPU Disaster Management Brigade.

- To develop “DPU faculty student group” to undertake propagation of message on peace, value system, non-proliferation of nuclear weapons, radioactive hazards, global warming, emerging infectious diseases and their prevention / control.
- To continue to provide all the sophisticated health care / super speciality health care free of cost to the needy.
- To create / generate endowment fund to help the rehabilitation of poor patients.
- To update all SoPs, GCPs, GLPs and hospital audits.
- To adopt a village for total health care.
- To undertake mission mode projects of Government of India and WHO.
- To undertake Medical / Dental Robotic Technology mission.
- To introduce Medical Humanities programmes.
- To introduce PG – Ph.D. integrated programmes.
- To introduce PG Diploma / PG programmes in Health Science Education and Technology (ME&T, DE&T, NE&T, PTE&T, OPTE&T).
- Review and evaluation once in 3 years .
- Fine tuning of plan once in 3 years.
- To create a brand name of DPU in the field on Higher Education, Health Care and Social Responsibilities.
- To implement the future plan of all the academic departments and administrative sections drafted from point to point.

## Phase-wise Approach

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### **TAILOR-MADE TO ACCOMPLISHMENTS**

The real work of the vision document committee begins once the Vision 2025 is declared. Goals, Objectives, Mission and Vision are like a campaign for championship. Every Goal scored / achieved brings us closer to winning a match, which is completing an Objective. Every Objective achieved takes us to the next round of semi-finals, which is the Mission. Winning semi-finals is what takes us close to entering the final stage of Mission. Conquering the finals is what accomplishes the dream of championship, for which the whole team has worked so long, so hard. This is what is accomplishing the Vision. The only difference between the championship and the Vision is that for the later, most matches are played with yourself and not with any external force. This is the reason that a transparent, honest and meticulous plan of action is put in place.

This Action Plan must be designed to the specific needs of the University in order to be effective because standardised solutions tend to have a low probability of success. A phased approach brings maximum efficacy to the Action Plan and benefit to the institutes that they serve. It allows time in the initial phases to gather crucial, first-hand information, overcome resistance to change and leads to a well defined and successful conclusion at the end.

A phased approach will:

- Help to overcome resistance to change
- Allow for lessons learned in early phases to be incorporated in systems installed in later phases
- Establish a solid foundation of available task-level data prior to rolling-up academic enterprise-level information
- Allow the necessary time (in the initial phases) to gather first-hand information about task-on-hand characteristics, personnel and cultural nuances so that the delivered solution can be tailored appropriately.

### **1. INITIATION PHASE**

Throughout the initiation phase, DPU will use pilot projects to build process momentum, overcome natural resistance to change and gain first-hand knowledge of every institute. The goal of this phase is to successfully mobilise every institute, remediate any current at-risk projects and set the stage for the next two initiation phases. During this phase, the task management methodology will be introduced and training will be conducted wherever found necessary, but only for those individuals who will be specifically associated with pilot project teams.

#### **Deliverables Expected**

- Initial communication(s) to Vision Committee and assistance in the identification of pilot projects.
- Project management methodology and training for identified pilot team members.
- Project plans and formal monitoring processes in place for all identified pilot projects.
- A library of project "templates" for use during the initiation phases.
- Standardisation of project-level report formats.
- Finalised requirements and a plan for the project-level initiation phase.



## **2. TASK-LEVEL INITIATION PHASE**

The second phase will utilise information gathered from pilot projects in the initiation phase to roll-out structured planning and control processes for all remaining projects as well as to formally establish the Development Management Office. This phase can include formal guidelines for project planning / control and a web-based activity update. Training will also be imparted to all concerned in the Institutes and the University during the project-level installation phase. By the conclusion of this phase, the focal point of every task on hand and the respective Executive Body will be in-place, all team members will have been trained and the Vision Committee will be ready to begin transitioning from their role of supporting project team requirements to supporting the Executive Body members.

### **Deliverables Expected:**

- Network-based, structured project plans and formal monitoring process for all targeted projects
- Rollout of training to all project leaders and team members.
- Implementation of the initial task completion structure.
- Finalised requirements and a plan for the academic enterprise-level implementation phase.

## **3. ACADEMIC ENTERPRISE-LEVEL IMPLEMENTATION PHASE**

During the academic enterprise-level implementation phase, tools are assigned and applied, for example, performance metrics through a management committee presentation to gain summary-level visibility to project status and project scheduling based on approved resources and task priority listing. These tools are focused on managing an institute's entire portfolio of tasks and new projects. They aim to

- (1) provide management with timely and accurate information about the status of the all the projects being undertaken by the institution and
- (2) support policy decision-making that impacts the successful completion of projects, such as changes to staffing, funding, project prioritisation and workload.

During the academic enterprise-level implementation phase, the Executive staff will have already begun to assume some of the day-to-day responsibilities for developing and maintaining ongoing project plans. By the end of this phase, all responsibility for developing and updating individual project plans shall have been transitioned from the Action Team to the Executive Body.

### **Deliverables Expected**

- Implementation of the academic enterprise-level implementation structure.
- Turnover of the day-to-day responsibility for developing and maintaining individual project plans to Executive Body.
- Finalised requirements and a plan for the maintenance phase.

#### **4. MAINTENANCE PHASE**

The final phase marks the important transition of the project from the Executive Body back to the Vision Committee. In addition to supporting the day-to-day responsibilities for planning and controlling individual projects, the Executive Body will now become the focal point for providing the academic enterprise-level information and analysis required by the Vision Committee and the Management.

At this point in the project management implementation process, the institute will have been well trained, numerous success stories will have been created and communicated, virtually all projects will have well-developed project plans and there shall be widespread support for investing in a formal project planning and monitoring process. Also, the Executive Body structure & infrastructure will be in place, the Executive Body staff will have been trained and the Vision Committee & Management will have necessary visibility to the key project portfolio level information.

Successful completion of this phase leads to long-term continuity by implementing the necessary policies and incentives to permanently inculcate project/ strategy management into the culture of the institute and the University.

##### **Deliverables Expected**

- Turnover of the responsibility to Vision Committee staff for supporting all of the project management requirements of the institution or University department concerned.
- Recommendations to Management for policies and incentives required to permanently establish project management as a core competency and essential function.
- SWOC analysis and Quality approaches.

##### **Timeline of the Phases**

As they say, no target should have a dateline in the same line; it may ultimately shift the focus to the deadline than the quality assurance of the delivered task.

However, it is imperative to have a gross earmarking to the goals, which is planned in two phases of 5 years each. The detailed schedules and plans will be executed by the Vision Committee with the help of Executive Bodies and under the guidance of the Management.

The tasks elaborated in the GOALS will be carried out in two phases:

- (a) Short Term Goals – on annual planning basis.
- (b) Long Term Goals – on 5 year plan and 10 year plan basis subjected to review and refinement.

The processes and output are evaluated at regular intervals for mid-term revisions, correction or otherwise, as per action plan.

## CONCLUDING REMARKS

DPU will make sincere efforts to realise its Vision, Goals and Objectives through the implementation of its action plan in a phased manner. It will ensure systems and processes needed for its implementation as well as its review and evaluation.

DPU is optimistic and futuristic in its Vision and realistic and objective in its Mission. The beginning has been made in right earnestness. It is often said “A journey of thousand miles begins with one first step”. DPU has taken its positive step in a right direction. DPU is confident of accomplishing the journey in the required phase to reach the goal with the help of benevolent management, participatory leadership, dedicated faculty and empathetic, co-operative as well as caring stake holders.

*In this quality journey, we are reminded of a few lines of a famous poet.*

*Two roads diverged in a wood, and I-  
I took the one less traveled by,  
And that has made all the difference.”*

*Words are lovely dark and deep  
But I have promises to keep  
Miles to go before I sleep  
Miles to go before I sleep.*

**- Robert Frost**

**DPU**

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