How to align the Vision, Mission, and Objectives of HEI with the Leadership and Governance – A Case of Srinivas University, India

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ABSTRACT

Purpose: *To investigate the alignment of vision, mission, and objectives to develop and deploy various strategies in higher education institutions (HEIs) with leadership and governance for the welfare of the whole university, through quality education, mainly for the development of the students.*

Methodology: *An exploratory research design is used to conduct the case study. The necessary information is gathered from the Srinivas University website. The Google Scholar search engine is used to conduct a literature review in order to establish a strong conceptual framework for this article.*

Results & Outcome: *This research proves a transparent and robust governance system that is predominantly driven by Srinivas University's Vision and Mission and is envisioned to be a world-class University committed to academic excellence and professional competence for students' overall development.*

Originality: *A case study of developing strategies in HEIs through analysing vision, mission, and objectives and SWOC analysis.*

Type of the Paper: *Case Study & Analysis.*

Keywords: Vision & Mission, HEIs Leadership, Governance, Intellectual abilities, Quality & Ethics based education, Flexible curriculum, Research & innovation, Srinivas University, SWOC analysis.

1. INTRODUCTION :

The vision, mission, objectives, leadership, and core values of the institution all play an important role in establishing a sustainable university. The goals of the University are described in the vision and mission statements. The culture of an organization is represented by its core values and core principles. Leadership depicts the manner in which the University makes decisions [1] [2]. Similarly, they are frequently too limited in predicting long-term changes, because it is extremely difficult to consider the full range of unexpected side-effects that changes in one part of a social cause in other parts. Vision building cannot be accomplished solely by restructuring current realities or by imagining. Understanding, initiation, commitment, and hard work are required to realize the transform visions into realities [3].

A true vision cannot be expressed in a static written statement. It must emerge in the minds and hearts of the people and their leaders as a living and dynamic reality [4]. The vision should be consistent and persistent while also being adaptable and responsive to rapidly changing conditions. What will Srinivas University look like in ten years? In some cases, we can make quantitative estimates with reasonable confidence. In some cases, we know the broad direction but cannot predict the institute's potential achievements. We can indicate what is most desirable and highlight the opportunities and challenges that will arise along the way. New ideas, creativity, innovations, and technologies allow for incremental or radical changes in institutional profile, pedagogy and teaching-learning processes, Research &

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collaboration, Consultancy and training, Industry exposure and placement, social service and civic responsibility, value addition, and Horizontal and Vertical integration, but they do not determine future development unless there is commitment and implementation [5]. In this paper, we have analysed, evaluated, and interpreted how to align the Vision, Mission, and Objectives of HEIs with the Leadership and Governance of Srinivas University, India, a private state university which is in its infant stage.

2. ABOUT THE SRINIVAS UNIVERSITY & ITS OBJECTIVES :

About SU, its vision, mission, and objectives are obtained from its website (www.srinivasuniversity.edu.in)

2.1 Vision of the University:
The vision is to be a trendsetter among universities and build students who emerge as leaders with competence, conscience and compassion by empowering them with sound education and high standards of ethical and professional behaviour enabling them to build and promote a more humane, just and sustainable world for future generations.

2.2 Mission of the University:
The mission is to provide an exceptional learning environment where students can develop and enhance their leadership and teamwork skills, creative and intellectual powers and passion for learning by providing an uncompromising standard of excellence in teaching; embodying the spirit of excellence to educate the citizen-leaders of society with distinction.

2.3 Objectives of the University:
With an aim to be among one of the top Universities in the world, SRINIVAS UNIVERSITY has set itself the following objectives :
(1) To promote high levels of intellectual abilities.
(2) To establish state-of-the-art facilities for education and training.
(3) To create centres of excellence for research and development.
(4) To provide consultancy to the industries & public organizations.
(5) To impart value and ethics based education through national and international collaboration.
(6) To focus on new models of education like virtual classrooms along with the traditional education system.
(7) To emphasize the importance of multi-disciplinary and trans-disciplinary education and research in various areas of science, engineering, technology, philosophy, and culture.
(8) To develop the scientific, technological, cultural and traditional heritage of the people in the society through continuous education.
(9) To create effective leaders to manage human resources of the world.

Some of the objectives identified other than the general objectives of the University mentioned on its website (section 2.3 above) for our case study are:
- Encourage high levels of intellectual capabilities.
- To establish state-of-the-art amenities.
- To create a Centre of Excellence for R. & D.
- To provide consultancy to public and industry firms.
- To impart ethics-based and value-based education through partnerships.
- To concentrate on new models of virtual and traditional classrooms.
- To shift toward a more imaginative and broad-based liberal education as a foundation for students' holistic development through rigorous specialization in selected disciplines and fields.

3. OBJECTIVES OF THE PAPER :

(1) To discuss the importance of vision, mission, objectives, leadership, and core values of the Higher Education Institutions.
(2) To review of literature on aligning vision, mission & objectives in HEI and on different case studies published about Srinivas University.

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(3) To know the importance of leadership and governance in realizing vision, mission, objectives, and core values.

(4) To know how the academic teaching-learning activities are aligned with the vision, mission, and objectives of the University.

(5) To study the alignment of ethics and values followed by the leadership and governance with the vision, mission, and objectives of the University.

(6) To evaluate the leadership effectiveness through various institutional practices.

(7) To carry out the SWOC analysis as an internal analysis of Srinivas University.

4. REVIEW OF LITERATURE :

To explore some possibilities of the systematic growth of an educational institution enabled by innovations and technologies with the vision and the leadership of the institution, a systematic review of the available literature is carried out and the analysis is provided in the below-depicted in Table-1.

Table 1: Related works on aligning vision, mission & objectives in HEI.

S. No.	Field of Research	Focus	Reference
1	Powerful Leadership & Governance to align Vision and Mission of an institution	Fixing values and participate setting values and participative policy-making system	Aithal, P. S. (2015). [2]
2	Effects of Values Education on Informatics Ethics	Importance of quality education to students' views, and beliefs	Uwandu, L. I., Udo-Anyanwu, A. J., & Okorie, O. N. (2022). [3]
3	Leadership & Governance to obtain institutional objectives	Values education on information ethics	Yilmaz, Y., & Çelebi, C. (2022). [4]
4	How to frame the policies and install them in Higher Education Systems	Essential Approaches to achieve the goals of an institutions	Aithal, P. S. (2015). [5]
5	Quality Enhancement in HEIs	Providing specialized skill-oriented training courses to the students to meet the challenges in the society	Aithal, P. S., et al. (2015). [6]
6	Innovations and optimal practices to improve quality in higher education	Best practices adopted by SIMS to achieve its goal	Aithal, P. S., & Kumar, P. M. (2015). [7]
7	Leadership and Governance	Essential qualities for effective leadership and assesses its role in good governance	Vanlalhlimpuii, J. (2018). [8]
8	Lean Six Sigma leadership model for HEI	Efficient Methods to solve the issues faced by HEI	Lu, J., Laux, C., et al. (2017). [9]
9	Study on the clarity of Bukdonon State University's vision, mission, goals, and objectives	Dissemination & acceptability of the objectives to the educational activities of the University	Villanca, A. A., & Ablanque, V. C. et al. (2020). [10]
10	Strategies for management and staff	Strategic statements intent, congruence, convergence, and emerging themes alignment	Radzilani, T. T., & Ayandibu, A. O. (2021). [11]
11	Case study on Srinivas University	Innovations in private universities	Aithal, P. S., & Kumar, P. M. (2016). [12 x1]
12	Case study on Srinivas University	Comparative Study on MBA Programmes in Private & Public Universities	Aithal, P. S. (2015). [13]

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13	Case study on Srinivas University	Transforming Society by Creating Innovators through Skill & Research Focussed Education	Aithal, P. S., & Aithal, S. (2019). [14]
14	Case study on Srinivas University	Innovations in Higher Education- A new model implemented in MCA degree programme	Aithal, P. S., & Pinto, J. (2016). [15]
15	Case study on Srinivas University	Holistic Integrated Student Development Model & Service Delivery Model	Aithal, P. S., et al. (2022). [16]
16	Case study on Srinivas University	Creating Innovators through Skill & Research Focussed Education	Aithal, P. S., & Aithal, S. (2018). [33]
17	Case of Srinivas Private University	New Directions in Research & Innovation	Aithal, P. S. (2018). [34]

5. IMPORTANCE OF LEADERSHIP & GOVERNANCE :

Leadership and Governance are two important factors that influence the growth, sustainability and development of a university. Effective leadership and governance are done by setting values and participatory decision-making processes in organizations. The institution's formal and informal measures to coordinate both academic and administrative planning and implementation reflect the institutions efforts to achieve its vision.

The Srinivas University is committed to establishing and sustaining excellence in the teaching-learning evaluation process. As a result, the IQAC was established for addressing these important features of quality on a daily basis and fostering a quality culture at the University. It is responsible for overseeing, planning, and monitoring the University's Quality Assurance and Quality Enhancement activities [6]. The IQAC abides by the University Grants Commission's terms and policies. The IQAC composed by the Vice-chancellor as a chairperson, Director along with the senior professors and it also includes a few external experts from the Technology, Management, and pharmacy courses.

The IQAC initiatives that are being implemented in terms of benchmarking and coordinating efforts for quality improvement and maintenance illustrate a decentralized approach being implemented to achieve quality enhancement as shown in the following figure no.1.

The IQAC goals-

(1) Identify, develop, and offer students innovative, demand-driven, futuristic courses in undergraduate and graduate programmes.

(2) To pioneer advancements in the examination and evaluation systems.

(3) To expand the University's research projects and collaborative activities with other institutions and universities throughout the country and the world. Faculty members should be encouraged to apply for funding from the bodies.

(4) Investigate the possibility of providing students and faculty members with access to the libraries of prestigious higher educational institutions.

(5) Track and reinforce the Training and Placement Cell's progress through expanded student training and development programmes.

(6) Assist students in preparation and successful completion of NET/SLET and GATE examinations.

(7) Conduction of a greater number of national and international conferences and workshops.

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Fig. 1: IQAC at Srinivas University

The IQAC initiatives are as follows:

(1) **Learning and Teaching Resource:** The teaching staff will prepare the session-wise teaching plan, study material, and timetable at the time of semester begins. Faculty members maintain a session-wise Teachers Dairy which contains the date, period of class taken, a topic covered, and the techniques used in the class.

(2) **Effective Student Support System:** The academic operations like Timetable, Attendance (incl. Biometric integration), Calendar of Events, Lesson Plan, Internal Assessment, Exam Results & Analysis, and Counselling/ Mentoring are handled by the DHI software for automating all these activities. The project, Co-curricular activities such as workshops, seminars, conferences, projects, industrial interaction (Signing MOU, Lab setups, student visits), publications, patents, awards, feedback, and placement activities are carried out at the department level.

(3) **Adequate Financial sources:** Departmental coordinators prepare the budget proposal based on their requirements and submit the same to the Deans of the corresponding college. The dean will submit the same to the Vice-chancellor every year. The budget proposals are reviewed and approved by the Governing Council. The acquisition will be carried out strictly in accordance with the budget proposal submitted. If any expenditure not included in the budget is required, the concerned department, i.e., coordinator of the department must address the matter and justify the expenditure in order for it to be approved later.

(4) **Physical Resource:** Physical Resources utilized by the students to explore their ideas in improving their skills and expertise. The available infrastructure is utilized optimally.

(5) **Governance and Administration:** Governance encompasses the University's academic and administrative operations. In academic affairs, participatory processes involving faculty members at the department or college level precede the approvals of different bodies/committees such as the Curriculum Review Committee, the Board of Studies, and the Academic Council. Additionally, the University has efficiently assigned planning and development tasks through several committees within the college and at the departmental level and supervises their execution.

(6) **Institutional integrity:** This looks at a promising approach to deal with a specific aspect of change: the fundamental need for a competent, fair, and accountable private University in order to achieve good governance. Place a premium on collaboration with national and international universities, as

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well as diverse industries, in order to develop curricula and establish knowledge/research partnerships.

(7) **Collaboration of Foreign Universities:** Research partnerships, individual and joint degree partnerships with foreign universities provide globalized education to youths in order to expose them to different educational systems and prepare them to work in different nations. In this connection, University is having a tie-up with the University of East Asia, Japan.

(8) **Professional Development Programme:** Participants in the program can improve their professional and management skills, network with other professionals, and learn about the University's structure and culture. University concentrating more on PDP from various organizations and institutions.

(9) **Research & Development:** All the teaching staff is motivated to prepare research articles for publication in journals and to present papers at national and international conferences. The University extends the support required to take up projects in which both faculty and students are involved. The institute identified several research centers based on the area of expertise and faculty members are made in charge of such centers. The college conducts International and National level conferences and workshops every year to encourage faculty members and students to present and publish papers.

(10) **Community Engagement:**

➢ **SIRRA**: Srinivas Rural Re-construction Agency (SIRRA) which is engaged in public programs such as Awareness Programmes, Health Camps, Blood donation camps, and BPL surveys, etc.

➢ **Forum Activities:** As a part of corporate social responsibility, MBA students are involved in Community Engagement activities through their forums. The activities like old cloth distribution to the poor, Fruits distribution in hospitals, and humanitarian relief activities.

➢ **NSS:** The University has a unit of NSS and regularly conducts road cleaning, tree planting, etc. in association with the community.

➢ **Regular fieldwork of MSW:** Students from the Master of Social Works department are placed for the regular fieldwork in NGOs where they associate with the social work activities in the community.

➢ **Faculty Forum:** The faculty members contribute to express their social commitment by donating low-cost and necessary items to Govt. Schools and other public organization.

➢ **Village Adoption**: The university has adopted the Bolar village community and 15 MSW students are placed for regular fieldwork and co-ordination of social work activities.

6. ALIGNING THE VISION, MISSION AND OBJECTIVES WITH STRATEGIC PLAN :

The Vision, Mission, and Objectives are three of the major things that a university focuses on so that it produces some of the best talents and better human beings to the society who can make the world a better place. Organizations should have a Vision building to achieve their goals, even though it is a challenging exercise [7].

The vision of Srinivas University is "*To Create a Humane Society of Ethical Professionals with Innovation Ability*". To make the institution's vision and mission to reality, many programmes are strapped to include the activities mentioned in the figure-2 below:

(1) **Skill Development:** Competencies are developed through mentoring, professional learning, entrepreneurship, incubation, and creative thinking.

(2) **Entrepreneurial spirit:** Teaching relates theoretical content to real-world challenges with case studies, inviting experts from the industry and academia to teach.

(3) **Faculty Development:** The implementation of the human resource plan fosters professional development and career promotion.

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(4) **Research:** Project training, promotion, and seed funding for research are all done in a systematic manner.

(5) **Collaborations:** MoU and linkages are performed from the institutes and the industry for academic enrichment.

(6) **Extension Services:** Srinivas University has its own NGO called Srinivas Rural Reconstruction Agency (SIRRA) which is engaged in community programs such Awareness Programmes, Health Camps, Blood donation camp, BPL surveys, etc.

(7) **Infrastructure facilities:** Infrastructure is built to provide a conducive environment for holistic development.

(8) **Environmental concerns:** University incorporates environmental principles into its campus operation policies by gradually switching toward Greening campus for clean air, water harvesting, green energy, green transport, safe waste management, hygiene and infection control, recycling of resources, and locally sourced food.

(9) **Resource utilization:** Adequate budgetary provisions are made for university development and growth.

(10) **Quality Assurance and Quality Enhancement**: The IQAC develops and monitors quality maintenance and improvement initiatives.

Fig 2: Perspective strategic plan of Srinivas University

Experiential learning, professional training, entrepreneurship, incubation, creative thinking, and the development of multiple intelligences are all used to develop student competencies. The implementation of the human resource plan fosters professional development and career advancement. Project funding, training, promotion, and seed money for research are all carried out in a methodical manner.

For academic enrichment, MoUs and partnerships are established with national and international institutes. The socially disadvantaged, poor, and marginalized are served by providing concessions in their tuition fee. In order to provide a favourable environment for holistic growth, planned development infrastructure facilities are built. Budgetary preparations for institutional development and expansion are made.

7. HOW LEADERSHIP & GOVERNANCE CAN INVOLVE IN ALIGNING THE INSTITUTIONAL PROGRESS WITH ITS VISION :

Leadership and Governance plays a vital role in not only providing the vision of the institution but also in aligning the institutional progress with its vision. Strategy development in higher educational institutions ensures quality and improvement of efficiency in functioning [8]. Effective governance with managing Intellectual Integrity and a commitment to Realizing Philosophies are critical for a University's growth and success [9]. At Srinivas University, good governance is facilitated by the

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knowledge and insight of distinguished individuals who serve on the various boards of the organizational structure are depicted below in figure-3.

The University demonstrates strong governance commensurate with its status by directing, rewarding, directing, mobilizing, and comprehending the resources and is capable to do so via the application of high standards of transparency, accountability, and efficiency. The organizational structure of the University. Curriculum preparation by departments and timely evaluation and updating by the Board of Supervisors engage professors and authorities at many levels to facilitate joint decision-making.
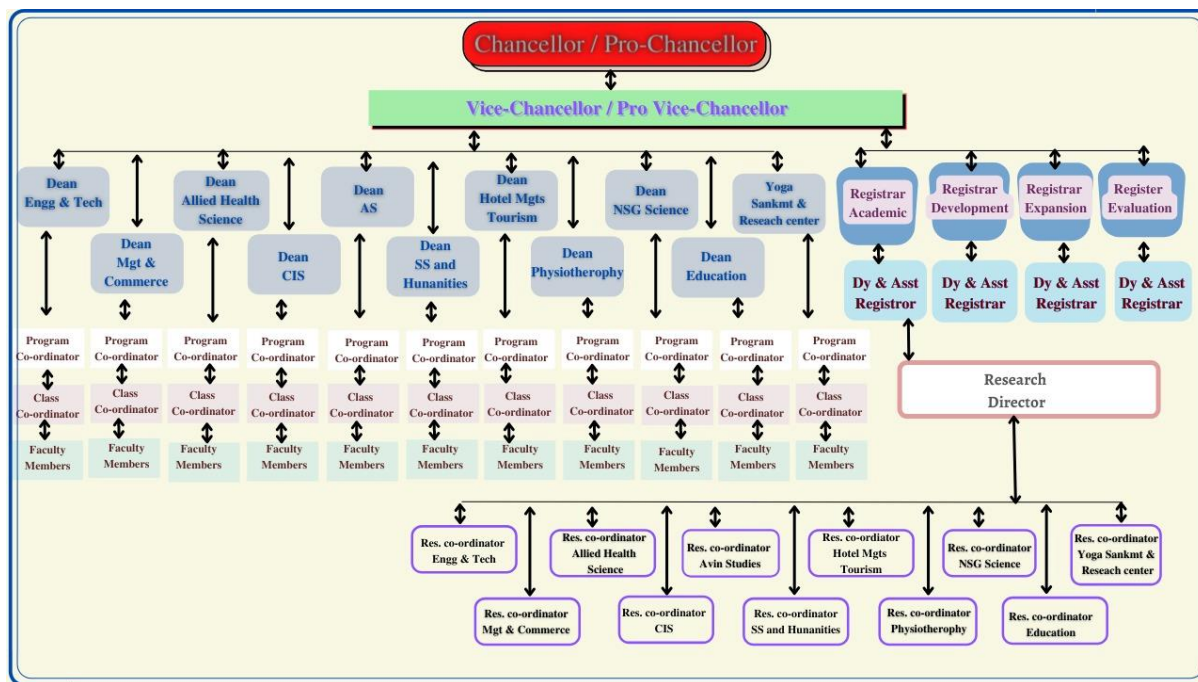

Fig. 3: Srinivas University Organizational Structure

The Board of Management comprises the Chancellor and Pro-Chancellor, Vice-Chancellor, and Deans of all the colleges in the University. It manages, supervises, and carries out numerous activities in support of the University's objectives, aided by our values. The Board of Trustees is the University's primary executive authority. Academic Deans, Research Director and Registrars have the authority to plan, implement, monitor, evaluate and report the projects. The University's numerous academic and research activities are guided by instructional personnel and external experts. The University's Board of Management and authorities have clearly outlined the Policies, Powers, and Processes that the University need to carry out its mandate and execute its tasks and obligations. From the Vice Chancellor all the way down to the faculty, the following powers have been defined.

(1) Recruitment
(2) Establishment
(3) Service conditions
(4) Terminal benefits
(5) Leave management
(6) Promotions
(7) Statutory compliances
(8) Decision-making
(9) Grievance redressal, and so on.

The formation of the bodies, as well as their decisions, will be implemented. At the University, college level, and individual levels, a financial delegation of powers is well established. The budget of the colleges is presented to the University. Once approved by the University's authorities, the Deans of the colleges fully implement the decision along with the course coordinator. Faculty members are encouraged to engage in and lead at the department level through the various committees, and administrative processes. All statutory entities, as stipulated by the UGC, have a culture of participative and proactive management and these statutes shall be known as "Service Statutes".

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Participatory management is not only the curricular activities, it also consists of administrative and research functions. Faculty members are actively involved in a variety of administrative duties that prepare them for leadership and professional development, such as planning tasks, enhancing technology utilization through ERP, training and development, and collaborative efforts. The following figure no. 4 provides information on Statues. All significant efforts involve consultation sessions at various levels to seek recommendations.

The Board of Governors on the advice of the Chancellor may change any requirements of the statutes if necessary. The structure of Board of Studies and Board of Examination of the Srinivas University is shown below in figure no. 5.
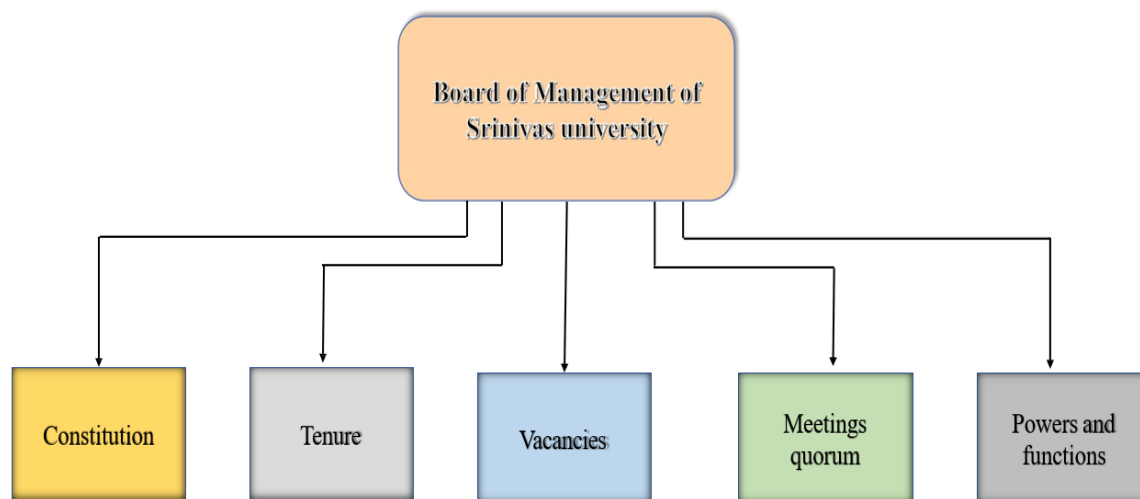

Fig 4: Statues followed at the University.

8. HOW KNOWLEDGE, SKILLS, AND EXPERIENCE DEVELOPMENT IS ALIGNED WITH THE VISION AND MISSION OF THE UNIVERSITY? :

The knowledge, skills and experience play a very important role in the progression and getting the University in the right direction. The knowledge and skills that the students get through which they try to innovate and think creatively get the students the experience they need as well as the experience of the staff helps them to get to their creativity.

Srinivas University has a transparent and robust governance system that is predominantly driven by the University's Vision and Mission. Srinivas University is envisioned to be a world-class University committed to academic excellence and professional competence for students' overall development. Under the backdrop of National Education Policy (NEP)-2020. This calls for total rejuvenation of curriculum and assessment techniques focussing on providing a sustainable process-driven system. The objective is to shift toward a more imaginative and broad-based liberal education as a foundation for students' holistic development through rigorous specialization in selected disciplines and fields. The focus here is to provide an imaginative and flexible curriculum structure that will allow creative amalgamations of disciplines of study.

The University timings are made flexible to work part-time and help students to score good marks in the examinations. University faculty are being empowered to unleash their research potential and to make curricular choices to their courses to make an effective curriculum in the framework of Outcome-Based Education. University stresses the essence of quality and professionalism within itself and at the same time, soft skills, and co-curricular skills for the overall development of the students. It is the culmination of quality work by students, staff, parents, and the community at large. In aligning with the University vision, our motto is to provide quality education to students. For this to happen, the

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University has to support our faculty to enhance their potential in teaching and research. The ambiance of the University is created in such a way that human value gets embedded in our University process. Consistent with the vision of the University *"To Create a Humane Society of Ethical Professionals with Innovation Ability"*, our focus is to develop ethical professionalism amongst faculty, supporting staff, and students. This helps our students to become responsible citizens of a humane society. Knowledge can be obtained from various media; but ethics need to be instilled in the students through regular behavioural activities. The University dedicates it's time to finding innovative ways to instil ethics among students of all specializations. This shows the dedication of the University toward the fulfilment of the Vision. University arranges workshops/webinars/seminars/activities related to professional ethics, plagiarism, and the importance of self-written articles rather than downloaded notes.
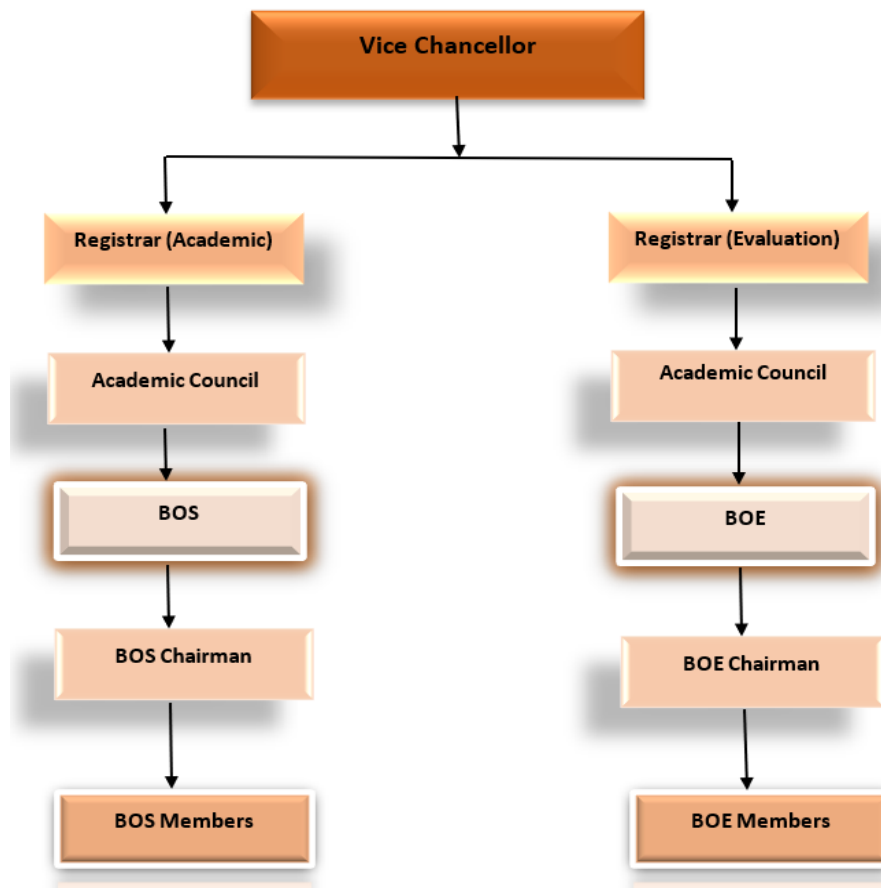

Fig 5: Structure of BOS/BOE.

Further, Srinivas University advocates and promotes lifelong learning. Lifelong learning is one of the core values of the university. By offering long-time research programmes like Post-Doctoral Fellow, Doctor of Science (D.Sc.), and Doctor of Literature (D.Litt.) for its faculty members and qualified aspirants among the public, the University promotes lifelong learning opportunities. Srinivas University follows organizational promotion through the Theory of Accountability [17-19] by setting the faculty members responsibilities and objectives, setting their targets, showing them a role model, continuous monitoring and guiding, and annual evaluation for positive or negative accountability. It is found that creating Role models in the university to prove that everything is possible in academics and research through proper goal setting is one of the best practices of the University.

9. HOW ETHICS & VALUES INCULCATED BY THE UNIVERSITY ARE ALIGNED WITH VISION AND MISSION OF THE UNIVERSITY :

The inculcation of ethics and values in the students is very important as the now students are the core of the future society. The ethics and values make the students more connected to their values but also makes them a better human being for society and thus making it a way to build a great future [10] [11].

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The students are taken to the outside world and shown the reality of the people and society. Activities like social work, street plays, industrial visits, and sports create awareness among the students about the need for a humane society. Also, the University hopes that academic honesty and ethical behaviours are to be addressed.

A conscious and forceful effort by the University to create an environment to encourage ethical behaviour in the colleges is possible and can be successful. In order to achieve this, the University arranges workshops/webinars/seminars/activities related to professional ethics, plagiarism and the importance of self-written articles rather than downloaded notes.

Students are encouraged to develop innovative projects with ideas of their own. All staff members and research scholars (internal staff or external members) need to open a centre of excellence under the Atomic Research Centre for generating innovation in the field of research. This is an innovative and best practice of the University. Research professors who are retired professors from reputed universities and industry professionals are appointed by the University as members of the Research Council to guide and innovate in various fields of research as supervisors to research scholars (students and staff) by demonstrating their proficiency in their field. Forty Research professors are working on various research areas of various disciplines. Further, Adjunct Professors are appointed to foster quality in teaching and research. Thus, the vision of innovative ability is also achieved in this way.

The University conducts a Traditional Day, Onam, Holi, Cultural day and showcases the Indian tradition in every activity that is held in the University. This makes one of the mission statements of the University.

10. LEADERSHIP EFFECTIVENESS THROUGH VARIOUS INSTITUTIONAL PRACTICES:

Today institutions are rethinking to build educational models which are required to acquire job for students and to motivate higher education [20]. This is the reason why the leadership comes into place to deploy some institutional practices to enhance its effectiveness overall [21] [22].

At all levels, the University has long emphasised decentralisation and collaborative management. Decentralized governance encompasses the University's academic and administrative operations. In academic affairs, participatory procedures including faculty members at the department or college level precede the approvals of different bodies/committees within the college and at the departmental level, and supervises their execution.

Through innovation and reform, the University is committed to establishing and sustaining excellence in the teaching-learning evaluation process. As a result, the IQAC was established as an eternal mechanism for addressing these matters on a daily basis and fostering a quality culture at the University. It is responsible for overseeing, planning, and monitoring the University's Quality Assurance and Quality Enhancement activities.

10.1 Decentralization:
Effective Governance with managing Intellectual Integrity and a commitment to Realizing Philosophies are critical for a University's growth and success. At Srinivas University, good governance is facilitated by the knowledge and insight of distinguished individuals who serve on the various boards of the organizational structure.

10.2 Participative management:
The academic affairs are participatory procedures including faculty members at the department or college level precede the approvals of different bodies/committees such as the Review Committee for curriculum developments, the Academic Council, and the Board of Studies. Additionally, the University has efficiently assigned planning and development tasks through several committees within the college and at the departmental level, and supervises their execution [23] [24].

The management of Srinivas University is very active and believes in participative management. It can be seen in the IQAC which is composed of the Vice-chancellor as a chairperson, Director along with the senior professors and it also includes a few external experts from the Technology, Management, and pharmacy courses. Because of this, all employees take an active role in the institution's activities and advice in various directions to achieve its goal.

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11. SWOC ANALYSIS OF SRINIVAS UNIVERSITY :

Identifying and evaluating the Strengths, Weaknesses/Limitations, Opportunities, and Challenges of an organization is considered as an internal analysis of an organization and is essential for improving the strategic plans by its leadership. SWOC analysis of many organizations in different industry sectors are reported as scholarly research [25-31]. In this section, the strength, weaknesses/limitations, opportunities, and challenges of Srinivas University are identified and analysed from a focus group point of view qualitatively.

11.1 Strengths:
(1) Committed Management
(2) Excellent Institutional Infrastructure
(3) Capable leadership
(4) Adequate land & Building for New University
(5) Closer to Industrial belt
(6) Dedicated team of Hardworking faculty
(7) Merit-cum-Means Scholarships offered
(8) Research as primary focus
(9) Student diversity
(10) Hostels for needy students
(11) Fleet of Transportation facility at affordable cost
(12) Healthy Industry-Academia Interface
(13) Welfare schemes for Staff Family
(14) Updating Faculty potential through FDP programmes
(15) ERP software for Teaching-learning & Evaluation
(16) Faculty Performance based Incentives
(17) Faculty Self-evaluation, Peer Evaluation & Performance assessment & Grading
(18) Annual Calendar, Course booklet for each course with Syllabus, Session-wise teaching plan, Study Book as per syllabus, Question bank, for all courses.
(19) Monthly Attendance Report to the Parents through SMS.
(20) Monthly newsletter with Activity Report.
(21) Quarterly Conference & Publication of Abstract Book & Proceedings
(22) University owned International Journals (Four) with Citation calculation facility
(23) 3 research publications by faculty members as first authors per year as mandatory
(24) Publication integrated into curriculum for PG students
(25) Research & Publication workshop (Bi-annually) for Faculty
(26) Annual Workshop for writing Project Proposals & Applying Patents.
(27) Financial support for applying Patent.
(28) Skill development Courses for students in computer and communication.
(29) Competitive Exam Training as compulsory subject in collaboration with Venture-Soft Global, California, USA.
(30) Provision for choosing one subject from Video/Web based online courses (SWAYAM) with credit consideration.
(31) Collaborative Courses with ISDC, i-Nurture, ICT Academy, NIIT, Venture-Soft Global, etc.
(32) Srinivas IT Technologies initiatives.
(33) Institution owned Press for Printing Press.
(34) Institutional NGO (SIRRA)
(35) Free, high speed Internet facility.
(36) Informative website.
(37) Strong Alumni Network through Institutional Alumni App.
(38) Enhanced service time through SIX day week.
(39) Green Campus with 100% Renewable energy on way.
(40) Location advantage – Air, Sea, and Land (NH) connectivity
(41) Remedial classes for weak students.
(42) Earn while Learn opportunity & support.

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(43) Extended working time for Computer Centre and Central Library.
(44) Seed money for initiating faculty Research project.
(45) Fellowship for full-time Research Students.
(46) Option for availing subsidised health Facility to the Staff, students from Srinivas Hospital.
(47) University has adopted Choice Based Credit education model.
(48) Transparent Examination and Evaluation model.
(49) NAAC Accredited Constituent colleges.
(50) Functioning IQAC.
(51) Brand Value of existing Srinivas Group of Colleges.
(52) Education at an affordable cost.
(53) Autonomy in improving curriculum.
(54) Innovation in teaching-learning process with holistic integrated student development model [16].
(55) Accreditation & Course requirement Exemption from ACCA, UK.
(56) Buildings with Ramp, Lift, and Toilets for Handicapped students.

11.2 Weakness/Limitations:

(1) Being a young University, there are plenty of teething problems. This has to be overcome gradually through experience and effort.
(2) University is situated in two campuses. This restricts visualising it as a single physical entity.
(3) Library facility is limited to 7.00 pm in the evening. Residential campus can extend the academic hours of library.
(4) There is adequate infrastructure. But evening courses are yet to take off.
(5) Year round attention to Sports and games is not given due to a shortage of facilities.

11.3 Opportunities:

(1) Innovations can be reflected in the latest curricula, globally practiced pedagogy, and industry tie-ups.
(2) To attract students from other developing countries due to the fact that providing quality education in an affordable fee.
(3) Autonomy to add value to the university courses by adopting best practices like dual degree opportunity, earn while learn opportunities, and skill development programs.
(4) To implement innovative marketing strategies and utilize all available channels of advertisement and freedom to collaborate with other admission agencies.
(5) Opportunities to offer spectacular extracurricular activities to students including inter-college competitions, co-curricular activities, sports events, etc.
(6) Opportunity to become one of the world-class universities by optimizing its physical infrastructure, digital infrastructure, innovative teaching-learning infrastructure, intellectual property infrastructure, emotional infrastructure, and networking infrastructure [34].

11.4 Challenges:

(1) Students are to be groomed in accordance with changing industry requirements in order to make them employable.
(2) Recruiting efficient and bright faculty members and imparting high-quality education.
(3) Scarcity of funds to take up research activities.
(4) Involving all stakeholders in the admission process based on various incentives.
(5) To provide scholarships and discounts to meritorious students.
(6) To improve its physical infrastructure, digital infrastructure, innovative teaching-learning infrastructure, intellectual property infrastructure, emotional infrastructure, and networking infrastructure to a unique level using required resources as per its strategic plan.

12. CONCLUSION :

Leadership and governance are two critical factors that influence a university's growth, sustainability, and development. Setting values and a participatory decision-making process are critical not only to achieving the institution's vision, mission, and goals, but also to building the organisational culture. Srinivas University has a transparent and robust governance system that is predominantly driven by the

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University's Vision and Mission. Our university is envisioned to be a world-class University committed to academic excellence and professional competence for students' overall development. The IQAC in Srinivas University works efficiently towards the overall growth of the University through continuous survey and analysis for excellent performance metrics focuses on Innovative and Productive coursework model, Advanced Teaching-Learning Process, Periodic Assessments, Continuous Evaluation, Research and Scholarships, self-development, etc. with a committed and dedicated leader as it's Founding Chancellor [35]. To improve its strategies, the university also uses an open feedback system through its website. Consistent feedback is collected in order to improve the organizational culture.

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