



# MUSLIM ARTS COLLEGE

(Accredited by NAAC With 'B+' Grade Recognized u/s 2 (f) & 12(B) of UGC Act)

Affiliated to Manonmaniam Sundaranar University

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## FIVE-YEAR INSTITUTIONAL DEVELOPMENT PLAN 2025 – 2030

"Serve with Love"

### Approved By:

**Dr H. Mohamed Ali**

Secretary, Muslim Educational Society

**Dr G. Edwin Sheela**

Principal, Muslim Arts College

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## Approval Page

We, the undersigned, hereby approve the Five-Year Institutional Development Plan (2025–2030) prepared for the academic and institutional advancement of Muslim Arts College. This document reflects our commitment to achieving the outlined short-term and long-term goals, including attaining autonomous status by 2025–26 and establishing the institution as the first private university in Kanyakumari District by 2029.

Name	Designation	Signature
Lion Dr H Mohamed Ali	Secretary	
Dr G Edwin Sheela	Principal	

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## 1. History of Muslim Arts College

Muslim Arts College is an outstanding institution committed to student success in higher education in Kanyakumari Educational District. The college first started functioning at Madhavalayam on 22 August 1981. It was established to fulfill the long-felt need of the Muslim Educational Society (MES) of Kanyakumari District for a higher education institution catering to the Muslim minority community. The college commenced with three programmes: B.Com, B.A. History, and B.Sc. Mathematics.

Guided by its motto "Serve with Love," the college prioritises the education of rural students who are socially and economically disadvantaged. The serene campus, offering an atmosphere of tranquility, harmony, and peace, is highly conducive to academic pursuits and research.

In 1984, the college was affiliated to Madurai Kamaraj University. With the establishment of Manonmaniam Sundaranar University (MSU) in Tirunelveli in 1990, the college's affiliation was transferred to MSU. Over the decades, the college has expanded significantly and currently offers:

UG Programmes	PG Programmes	Ph.D. Programmes
<b>23</b>	<b>17</b>	<b>08</b>

The institution emphasises learner-centred, skill-based, and job-oriented programmes, while simultaneously focusing on value-based education and internationally relevant research opportunities.

## 2. Vision, Mission and Core Values

### Vision

- To provide quality education and become a centre of excellence for higher education.

### Mission

- To produce intellectually good, morally and spiritually sound, emotionally well-balanced and socially committed students irrespective of caste, creed, race or gender who would be dedicated to the welfare of the society, the nation and the world.

### Core Values

<b>Service</b>	Serving the community and underprivileged students with love and dedication.
<b>Integrity</b>	Upholding ethical practices in all academic and administrative activities.
<b>Excellence</b>	Striving for the highest standards in teaching, research, and governance.
<b>Inclusivity</b>	Ensuring equal opportunities for all students irrespective of background.
<b>Innovation</b>	Embracing new ideas, technologies and approaches in education and research.

### 3. Institutional SWOT Analysis

The following SWOT analysis provides the strategic foundation for this Five-Year Developmental Plan:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Four decades of academic heritage (est. 1982)</li> <li>• Diverse programme offerings: 23 UG, 17 PG, 8 Ph.D.</li> <li>• Dedicated to minority community and rural students</li> <li>• Strong affiliation with Manonmaniam Sundaranar University</li> <li>• Motto-driven culture of service and community care</li> <li>• Active IQAC and quality assurance mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on affiliating university/TANSHE for curriculum</li> <li>• Insufficient funded research projects</li> <li>• Need for greater international collaborations</li> <li>• Limited financial endowment and resource base</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• NEP 2020 reforms enabling autonomous and university status</li> <li>• Rising demand for skill-based and interdisciplinary education</li> <li>• Government funding for minority institutions</li> <li>• Growing IT/industry base in South Tamil Nadu</li> <li>• First-mover advantage as private university in district</li> </ul>	<ul style="list-style-type: none"> <li>• Growing competition from private colleges and universities</li> <li>• Evolving regulatory requirements (UGC/NAAC)</li> <li>• Demographic shifts in student enrolment</li> <li>• Economic pressures on minority community students</li> </ul>

### 4. Phase I – Short-Term Goal (2025–26): Achieving Autonomous Status

**Objective:** To secure autonomous status by 2025–26, enhancing academic flexibility, curriculum innovation, and quality assurance.

#### 4.1 Curriculum Upgradation

- Design and implement industry-aligned, skill-oriented courses to meet emerging market needs under the NEP 2020 framework.
- Collaborate with subject experts and industries to update syllabi with practical components, internships, and live projects.
- Introduce Choice-Based Credit System (CBCS) and multi-disciplinary electives for student flexibility.
- Develop MOOCs and blended learning modules in partnership with platforms like SWAYAM and NPTEL.

#### 4.2 Accreditation and Quality Measures

- Strengthen the Internal Quality Assurance Cell (IQAC) to prepare for NAAC re-accreditation targeting an 'A' or 'A+' grade.
- Ensure full compliance with UGC Autonomy Guidelines and prepare comprehensive documentation for autonomous status.
- Establish Academic Audit mechanisms for continuous improvement.

#### 4.3 Faculty Development

- Conduct regular Faculty Development Programmes (FDPs), workshops, and seminars on modern pedagogical methods.
- Encourage faculty to pursue research publications in UGC-CARE-listed and Scopus-indexed journals.
- Sponsor faculty for PG and Ph.D. programmes and international conference presentations.
- Establish a mentoring system pairing junior faculty with senior academics for professional growth.

#### 4.4 Research and Industry Linkages

- Expand Memoranda of Understanding (MoUs) with industries, universities, and research institutions.
- Encourage student research projects, participation in research competitions, and entrepreneurial initiatives.
- Apply for research grants from UGC, DST, ICSSR, and other funding agencies.
- Establish an Industry Interface Cell to facilitate internships, placements, and collaborative projects.

#### 4.5 Student-Centric Initiatives

- Strengthen Outcome-Based Education (OBE) practices with clearly defined Programme Outcomes (POs) and Course Outcomes (COs).
- Implement comprehensive student feedback mechanisms and act upon findings systematically.
- Expand mentoring, counselling, and career guidance programmes.
- Introduce skill certification programmes, coding bootcamps, and value-added certificate courses.

#### 4.6 Infrastructure Development

- Upgrade laboratories to meet autonomous standards in all science and computer programmes.
- Modernise the library with digital resources, e-journals, and online databases.
- Develop ICT-enabled smart classrooms across all departments.
- Introduce e-governance systems for admissions, examinations, attendance, and academic management.

#### Expected Outcome

Attainment of UGC-recognised Autonomous Status by 2025–26, enabling the college to design its own curricula, conduct independent examinations, and implement innovative teaching-learning strategies.

## 5. Phase II – Medium-Term Goal (2026–28): Expansion and Excellence

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**Objective:** To consolidate autonomous status, expand academic and research capacities, strengthen institutional infrastructure, and build a reputation for excellence as a precursor to university status.

### 5.1 Academic Programme Expansion

- Launch new interdisciplinary postgraduate and undergraduate programmes in Data Science, Artificial Intelligence, Environmental Science, and Healthcare Management.
- Introduce professional certificate and diploma programmes in collaboration with industry partners.
- Develop dual-degree programmes and twinning arrangements with national and international universities.
- Strengthen the Centre for Postgraduate Studies and Research in English with focus on African literature, North-East Indian literature, and ELT.

### 5.2 Research and Innovation Hub

- Establish dedicated research centres in Artificial Intelligence, Renewable Energy, Rural Development, and Marine Studies.
- Create an Innovation and Incubation Centre to support student and faculty startups.
- Publish an annual institutional research journal indexed in UGC-CARE.
- Apply for the status of a 'Research College' with the UGC to attract major research grants.

### 5.3 Faculty Recruitment and Capacity Building

- Recruit faculty members holding Ph.D. qualifications and with international academic or industry exposure.
- Offer incentives for securing research grants, publishing patents, and completing funded projects.
- Establish international visiting faculty arrangements with partner universities.
- Conduct inter-institutional exchange programmes for faculty professional enrichment.

### 5.4 Collaborations and International Partnerships

- Develop formal academic partnerships with national institutions (IITs, NITs, central & State universities) for collaborative research and student mobility.
- Establish international linkages with universities in the Middle East, Europe, and Southeast Asia.
- Apply for British Council, Fulbright, and Erasmus+ partnerships for faculty and student exchanges.

### 5.5 Infrastructure and Digital Transformation

- Construct new academic and research blocks to accommodate expanding programmes.
- Develop a dedicated Research Park with state-of-the-art laboratories and equipment.
- Implement a fully integrated campus management system (ERP) covering all academic and administrative functions.
- Establish a high-speed digital network, e-learning platform, and virtual classroom facilities.

### 5.6 Community Outreach and Social Responsibility

- Continue and expand Adult Parliament and Children's Parliament initiatives for civic education.
- Launch community skill-development centres targeting rural youth, women, and marginalised groups.

- Partner with local government bodies for village adoption and community development programmes.
- Establish a dedicated Centre for Rural Development and Social Entrepreneurship.

## 6. Phase III – Long-Term Goal (2028–30): Establishing Private University Status

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**Objective:** To transform Muslim Arts College into the first private university in Kanyakumari District by 2029, fostering world-class academic excellence, research innovation, and community development.

### 6.1 Legal and Regulatory Framework

- Engage legal and academic consultants to prepare a comprehensive application for private university status under the Tamil Nadu Private Universities Act.
- Establish the requisite land holdings, financial endowment, and governance structures mandated by the UGC for university establishment.
- Constitute a Board of Governors, Academic Council, Finance Committee, and Board of Studies as per university norms.
- Ensure full compliance with NAAC A+ or A++ accreditation standards as a mandatory prerequisite.

### 6.2 New Academic Departments and Schools

- Establish Schools of Science and Technology, Social Sciences, Commerce and Management, Languages and Literature, and Health Sciences.
- Introduce doctoral (Ph.D.) programmes in all major disciplines with structured coursework.
- Create a School of Continuing Education and Distance Learning for working professionals.
- Launch an International School offering globally benchmarked programmes and dual degrees.

### 6.3 State-of-the-Art Campus Development

- Expand campus with modern academic complexes, multi-purpose auditoriums, and state-of-the-art sports complexes.
- Construct residential facilities (hostels) for students and visiting faculty.
- Develop a University Health Centre and wellness facilities.
- Create a Digital Library and Knowledge Resource Centre with national and international journal access.

### 6.4 Financial Sustainability and Endowment

- Generate revenue through funded research projects, consultancy services, and industry collaborations.
- Build an Endowment Fund of a minimum of Rs. 10 Crore to support scholarships, infrastructure, and research.
- Develop alumni networks nationally and internationally to secure contributions and institutional support.
- Attract CSR funding from national and international corporations for infrastructure and scholarships.

### 6.5 Global Rankings and Recognition

- Participate in national and international ranking systems including NIRF and QS Asia Rankings.
- Pursue institutional accreditations from international bodies in relevant disciplines.
- Publish research output targeting international indexing (Scopus, Web of Science) consistently.
- Organise national and international conferences and seminars to enhance visibility and reputation.

<b>Expected Outcome</b>	Muslim Arts College established as the first private university in Kanyakumari District by 2029, positioning it as a leading institution in Tamil Nadu offering world-class education, driving regional development, and producing globally competent graduates.
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## 7. Year-wise Action Plan (2025–2030)

The following year-wise action plan outlines the key deliverables for each academic year, aligned to the three phases of this developmental plan:

Academic Year 2025–26	
1.	Apply for and secure UGC Autonomous Status
2.	Submit NAAC Self-Study Report for re-accreditation
3.	Launch 3 new skill-based certificate programmes
4.	Sign 10 new MoUs with industries and institutions
5.	Upgrade 5 laboratories and install smart classrooms
6.	Establish Faculty Development Centre
Academic Year 2026–27	
1.	Implement autonomous curriculum with updated syllabi
2.	Launch PG programmes in Data Science and AI
3.	Establish Innovation and Incubation Centre
4.	Apply for UGC Research College status
5.	Commence construction of new academic block
6.	Publish institutional research journal (UGC-CARE)
Academic Year 2027–28	
1.	Obtain NAAC A or A+ grade
2.	Launch dual-degree programmes with international partners
3.	Establish 3 dedicated research centres
4.	Complete campus digital transformation (ERP system)
5.	Initiate formal application for Private University status
6.	Build Endowment Fund to Rs. 5 Crore milestone

**Academic Year 2028–29**

1. Obtain State Government approval for university status
2. Constitute University governance bodies (Board of Governors, Academic Council)
3. Launch Schools under the new university structure
4. Begin Ph.D. programmes in all major departments
5. Commission new sports complex and hostels
6. Participate in NIRF Rankings for the first time

**Academic Year 2029–30**

1. Official establishment as first private university in Kanyakumari District
2. Launch international programmes and dual degrees
3. Achieve Endowment Fund target of Rs. 10 Crore
4. Enrol first batch of university students across all Schools
5. Establish Centre for Rural Development and Social Entrepreneurship
6. Apply for QS Asia Rankings recognition

**8. Monitoring, Evaluation and Key Performance Indicators****8.1 Governance and Oversight**

- A dedicated Plan Implementation Committee (PIC) will be constituted, comprising the Principal, HODs, IQAC Coordinator, and Management Representatives.
- The PIC will meet quarterly to review progress, resolve challenges, and revise strategies as required.
- An External Advisory Board comprising academic and industry experts will provide annual independent assessments.

**8.2 Key Performance Indicators (KPIs)**

The following KPIs will serve as benchmarks for measuring institutional progress:

KPI	Target Year	Benchmark
Autonomous Status	2025–26	UGC notification of autonomous status
NAAC Grade	2027–28	Minimum 'A' grade in NAAC assessment
New Programmes	2025–30	Minimum 10 new programmes launched
MoUs Signed	2025–30	Minimum 30 MoUs with industries/institutions
Research Publications	Annual	Minimum 50 Scopus/UGC-CARE publications per year
Ph.D. Scholars Enrolled	2026–30	Minimum 100 Ph.D. scholars enrolled
Funded Projects	Annual	Minimum 5 funded research projects per year
Placement Rate	Annual	Minimum 70% eligible students placed
Endowment Fund	2029–30	Rs. 9 Crore endowment fund established
University Status	2029	Formal establishment as private university

### 8.3 Reporting and Transparency

- Annual Progress Reports will be prepared and shared with the Management, IQAC, and all stakeholders.
- Mid-term review at the end of Year 2 will assess progress and recalibrate strategies if needed.
- A comprehensive end-of-plan evaluation will be conducted in 2030 to document achievements and lessons learned.
- All reports will be published on the college website to ensure transparency and accountability.

## 9. Financial Projections and Resource Mobilisation

The following table presents indicative financial projections for the implementation of this Five-Year Plan. Actual expenditures will be reviewed and approved annually by the Finance Committee.

Activity	Period	Estimated Budget	Sources of Funding
Infrastructure Development	2025–30	₹ 5,00,00,000	Management funds,
Faculty Development & Recruitment	2025–30	₹ 30,00,000	Management funds
Research Centres & Equipment	2026–30	₹ 40,00,000	Management funds
Library & Digital Resources	2025–30	₹ 15,00,000	Management funds
Student Scholarships & Welfare	2025–30	₹ 50,00,000	Government schemes, Management funds
Community Outreach Programmes	2025–30	₹ 50,00,000	Government schemes, NGO partnerships
International Collaborations	2026–30	₹ 5,00,000	External grants
University Status Application	2027–29	₹ 1,00,00,000	Management funds
Endowment Fund Creation	2025–30	₹ 50,00,000	Management funds
Miscellaneous and Contingency	2025–30	₹ 1,25,00,000	Management reserve
<b>TOTAL ESTIMATED BUDGET</b>		<b>₹ 9,65,00,000 (Approx. ₹ 9 Crore Sixty Five Lakh)</b>	

## 10. Conclusion

The Five-Year Institutional Development Plan of Muslim Arts College (2025–2030) charts an ambitious yet achievable roadmap for transforming the institution from an affiliated college to an autonomous body and ultimately to the first private university in Kanyakumari District. Rooted in the founding values of service, inclusivity, and academic excellence, this plan reflects both the institution's heritage and its aspirations for the future.

Through three carefully designed phases — attaining autonomous status (2025–26), consolidating excellence and expansion (2026–28), and achieving university status (2028–30) — Muslim Arts College will systematically enhance its academic offerings, research capabilities, infrastructure, and governance. The plan's success will depend on the collective commitment of management, faculty, students, alumni, and community stakeholders working together toward a shared vision.

With a strong focus on curriculum innovation, research growth, digital transformation, community engagement, and financial sustainability, Muslim Arts College is poised to create a truly transformative educational experience. This strategic vision will not only benefit the students of Kanyakumari District but also contribute significantly to the socio-economic progress of the region — ensuring that Muslim Arts College remains, for generations to come, a beacon of knowledge, opportunity, and service.

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**"Serve with Love" — Muslim Arts College, Thiruvithancode**

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