

Name of the Policy/ Guidelines	Resource Mobilization Policy
Short Description	Policy and guidelines on mobilization of resources
Scope	This policy is applicable to Nitte (Deemed to be University) and all its constituent colleges and departments.
Policy status	<input checked="" type="checkbox"/> Original <input type="checkbox"/> Revised
Date of approval of Version 1	05 September 2015
Revision No.	0
Date of approval of current revision	NA
Effective date	01 October 2015
Approval Authority	Board of Management
Responsible officer	Registrar

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Resource Mobilization Policy

Purpose of Document

This policy provides a framework for the University's strategies for assessing resource requirements, identifying sources, management of resources and oversight of the processes involved.

The University recognizes that Resources include Financial resources, Human resources and Goods & Services. This policy document focuses on strategies for financial resource management. Human resource management and Services management are addressed elsewhere.

Goal

The financial goal of the University is to ensure adequate cashflow for operational expenses and generate reasonable surplus for growth and expansion in line with the Strategic Plan 2015-25.

Guiding principles

1. The University will generate adequate funds for operational and capital expenditures from internal revenue sources.
2. The student fees will remain close to sector averages in order to continue offering affordable education in line with the University's vision and mission.
3. The surplus generated will be ploughed back for planned expansion of the University.

Situation analysis

Average revenues over last three years

Sl. No.	Revenue head	Three-year average (FY2014-15 to FY2016-17)
1.	Student fees	1249604173
2.	Research Grants and Consultancy	43509198.33
3.	Hospital earnings	561167744.3
4.	Interest from bank	20342826
5.	Other Income	6533375
	<i>Total Income</i>	1,88,11,57,317

Average surplus / deficit over last three years

The University has witnessed an average annual surplus of Rs. 28.3 Crores over the last three years (FY2014-15 to FY2016-17)

Projected capital requirement for expansion (FY2017-18 to FY24-25)

Projected capital requirement for expansion: Rs. 350 Crores (FY2017-18 to FY24-25)

Policy statements

Managing Revenue Sources

Student fees

- Student fees will continue to be the major source of revenue.
- In view of the regulatory environment vis-à-vis major higher education sectors like medicine and technology, the per capita student fee revenue is likely to remain at current levels, with marginal increases.
- The total fee revenue is expected to double within next five years with the anticipated growth in student numbers.

- The Fee Fixation Committee will determine the fees based on the cost estimates, demand for the various programmes and regulatory guidelines.

Hospital earnings

- Hospital earnings are likely to grow modestly over the next five years with the planned expansion in capacity.
- An effort will be made increase range of Health Insurance empanelment to enhance this stream of revenue.

Research and Consultancy Funding from external agencies

- External funding from research is expected to grow at rate of approximately 15% per year over next five years.
- Incentives for faculty for obtaining research and consultancy funding will be addressed in the separate policies on these areas.

Other Income

- Endowments have contributed to capital investments in the past.
- Funding support from Philanthropists will be sought cautiously while ensuring that the vision of the such partners are aligned with that of the University

Utilization of surplus

The surplus generated will be utilized for augmentation of the facilities and expansion of the University. Over the next five years, two major areas of expansion, as identified in the Strategic Plan 2015-25 are as follows:

1. Development of new campus at Deralakatte, Mangalore
2. Expansion of Medical College for enhancing student intake

Contingency plan for deficit management

- The University will aim at minimizing financial risk and preventing fiscal deficits.
- If the expansion plans require funds beyond the projected surplus for short / medium term borrowing from banks will be considered.

Coordination and oversight

- The Finance Committee will be the primary policy making, budget planning and monitoring body. This will include external experts for unbiased inputs.
- The Board of Management will be the apex body for approving financial decisions.