

(An ISO 21001 : 2018 Certified Institution) Periyar E.V.R. High Road, Maduravoyal, Chennai-95. Tamilnadu, India.



UNIVERSITY STRATEGIC PLAN 2030

Preamble

Dr. M.G.R. Engineering College and Thai Moogambigai Dental College and Hospital were founded in 1988 and 1991 respectively and were upgraded to a Deemed to be University status as Educational Research Dr. M.G.R. and Institute. University in 2003. A.C.S. Medical College and Hospital, Velappanchavadi, Chennai, started in 2008 has been brought in to the ambit, as a constituent unit, of Deemed to be University by MHRD Notification. Adding a feather to the University, Raja Rajeswari Medical College and Hospital, Bengaluru has been brought into the ambit, as a constituent unit, of Deemed to be University by MHRD Notification dated 14.02.2019. From Academic Year (2019-20) the Bar Council of India has approved and recognized our courses LLB (Hons.) - 3 Years, B.Com. LLB (Hons.), B.A. LLB (Hons.) and B.B.A. LLB (Hons.) – 5 Years. With increase of the requirement of Health Services as Faculty of Medicine - Sri Lalithambigai Medical College and Hospital under Dr. M.G.R. Educational and Research Institute, Deemed to be University, was brought in to the service of the public with the necessary approval of National Medical Commission from 2021.

The Ministry of Human Resources Development (MHRD), Govt. of India has graded Dr. M.G.R. Educational and Research Institute – Deemed to be University under <u>GRADED</u> <u>AUTONOMY STATUS</u> in Category – II.

Dr. M.G.R. Educational and Research Institute, University has a clear hold on the future and is focused on training students to high competence and to possess academic excellence complimented by a well-rounded personality. The high intensity education driven by technology will help students surmount any challenge they are likely to face in the modern and competitive world. They aim to create not mere job seekers but ambitious "Job Creators" who will be the architects of tomorrow's world.

We have currently on our University rolls more than 23000 students, from all parts of India, especially from UP, Bihar, Jharkhand and North Eastern parts of India, and also from Sri Lanka, Malaysia, Turkey, Switzerland, Tanzania, etc., in Engineering & Technology, Dental Surgery, Medicine, Nursing, Physiotherapy and Humanities & Sciences with around 1500 faculty members, besides more than 2000 non-teaching staff. During this 30th Convocation around 2400 graduants have received their degrees.

Excellence at every turn

The University is accredited by NAAC and accorded with "A+" Grade (3.48 out of 4) rating by the National Assessment and Accreditation Council (NAAC), an autonomous body under the UGC. Five of our University Departments – Biotechnology, Computer Science and Engineering, Electronics, Communications Engineering, and Electrical and Electronics Engineering, Civil Engineering, Mechanical Engineering and Faculty of Management Studies – have been accredited by National Board of Accreditation (NBA), New Delhi. Two of our University Departments Biotechnology (under ANSAC) and Computer Science and Engineering (under CAC & EAC) were Internationally Accredited by the world famous Accreditation Board for Engineering and Technology, Inc. (ABET) for six years up to 2025.

In the recent NIRF Ranking 2022 our Deemed to be University has ranked 100th Ranking under University Category, 25th Ranking under Dental Category and 28th Ranking under Architecture Category.

Our Deemed to be University was categorized as 'Band A' institution (rank between 06-25) in category of 'University & Deemed to be University (Private-Self-Financed)' in Atal Ranking of Institutions on Innovation Achievement (ARIIA) 2020

We are proud to announce that ours is the **first and only University in India** who has achieved attaining the **QMS accreditation of ISO 21001 : 2018 TUV, Germany**.

Moreover our Constituent Unit Rajarajeswari Medical College and Hospital, Bengaluru and A.C.S. Medical College and Hospital, Chennai have been accredited by NABH (National Accreditation Board for Hospitals) for the Quality Maintenance of our Hospitals.

Process of developing the Strategic Plan:

We follow a well thought out process for developing the University level Strategic Plan and conduct regular meetings with involving all stakeholders:

- University level Committee Meetings e.g. Board of Management, Planning & Monitoring Board, Advisory Board, Academic Council, Research Advisory Committee, Board of Studies etc.
- Interaction with Principals/Directors/Deans/Heads of Departments
- Interaction with Faculty
- Interaction with Students
- Interaction with Alumni
- Interaction with Employers
- Interaction with Parents
- Internal Quality Assurance Meetings
- Quality Circle Meetings
- Departmental General Meetings
- Curriculum Development Cell Meetings
- Meetings conducted by Controller of Exam on Exam related issues

We measure our progress through: IQAC Audit, IQAC Meetings, SWOT Analysis, ISO Audit etc.

Developing the University vision and mission is the initial step in the process. The vision statement describes what the organization aspires to become. The mission is a succinct statement of the institution's purpose and what it aspires to accomplish. Departments create their vision & mission in sync with the University's vision & mission. This vision and mission statement provides a very compelling direction that guides overall development of the strategic plan and also helps in setting pragmatic goals.

During the internal and external environmental scans, the institution conducts an analysis of internal and external strengths, weaknesses, opportunities, and threats (SWOT). The analysis is followed by a gap analysis in which results are used to compare the institution's current status and desired future and this is followed by prioritizing the needs that have been identified. The strategic priorities guide the focus in the direction of the institutions' vision & also help in resource allocation in a manner that maximizes the benefit of the institution and its stakeholders. All this process is done by involving all the stakeholders in various University Committee Meetings, University IQAC Meetings, Department IQAC Meetings & other Meetings. Based on all these deliberations specific strategies are identified, tasks, roles, & responsibilities are delegated and resource allocation is done. An Action Plan is prepared that delineates what will be done to achieve the desired future. An action plan identifies what will be done, by whom, when, and how. Board of Management, Planning & Monitoring Board, & Advisory Board, that include representatives of both internal and external stakeholders, typically guide strategic planning.

Regular feedback and review is done to see that the implementation of the plan is on track. ISO & IQAC Auditing, SWOT Analysis, and continuous dialogue with the stakeholders help us in goal setting, getting feedback, & analyzing progress. Ultimately, the strategic planning process yields decisions about the future of the organization that will most likely lead to optimal outcome.

Need for a Strategic Plan

The strategic Plan for Dr. M.G.R. Educational and Research Institute consolidates on existing strengths and focuses on the future growth path of the Institute by identifying the most pressing issues that needs careful attention and requires distinctive actions, suitable action plans to achieve institutes aspirations. In view of fast changing dynamics of social, economic and technological changes, the Institutes strategic plans are critical and they need to be monitored and updated. These strategic plans provide an opportunity to bring out clearly the accomplishments of the Institute in the right direction Such strategic plans are essential as educational institutes face several challenges and risks in future. These strategic plans provide action plans to be implemented in a phased manner to fulfil the objectives set for the institute. After a detailed discussion with all stakeholders, the strategic plan for Dr. M.G.R. Educational and Research Institute is driven by the following priorities.

- Academic Excellence
- Research & Innovation
- Internationalization of Higher Education
- Skill Development
- Alumni engagement
- Institute-Industry interaction
- Promote an entrepreneurial culture
- Decentralized system with well defined roles and responsibilities
- Improvement in Accreditations and Ranking

The University Strategy is to embark on the following "Core Values":

CORE VALUES

- > Integrity
- Mutual Respect
- Inductiveness
- Compassion
- Institutional Social Responsibilities
- Innovation & Excellence

GOALS AND ACTION PLANS

Goal 1

To enhance the academic excellence to cope with International standards and benchmarks Since there is a paradigm shift from teacher- centric to student centric learning through the outcome based education, the universities must empower the students with higher order thinking skills. The conventional methods of teaching should be replaced with modern innovating teaching pedagogies which make use of ICT tools for imparting quality education to students. This in turn provides a good visibility and employability from various industries.

- To introduce flexible educational system with Choice Based Credit System and mobility across disciplines as recommended by NEP 2020
- To initiate new academic programs in trans-disciplinary areas, so that Dr.MGREI could be a leader in the delivery of knowledge
- To introduce innovation pedagogies for sound delivery of knowledge withadequate ICT tools.
- To establish Centres of Excellence in cutting edge technologies across disciplines
- To bring out liberal arts experience in research driven universities as per recommendation of NEP 2020
- Strong focus on outcome based education
- Develop Online Programs
- To focus on overall personality development of the students by offering skill development as well as professional courses

- To introduce suitable examination reforms to make sure that quality graduatesemerge
- To recruit qualified research oriented staff for the university
- To train and pursue international collaborations so that our student with adequate skill sets and profound knowledge in their respective disciplines becomes job creators and not job seekers.
- Strengthen Medical, Dental, & Nursing Programs
- > New courses and programmes in medical sciences
 - 1. Medical oncology
 - 2. Surgical oncology
 - 3. Palliative medicine
 - 4. Geriatric medicine
 - 5. Sports medicine
 - 6. Value added course in Preventive Radiology in collaboration with Indian Radiological and imaging Association, Karnataka State Chapter.
- New clinical labs to set up
 - 1. Genetic lab
 - 2. Stem cell, regenerative medicine
 - 3. Molecular medicine, immunology lab
 - 4. Biosafety level 3 lab for infectious diseases
- > Introduce super specialty medical & dental programs based on market needs
- Exploring AI for dental treatment procedures
- Digitalization of dental records
- Smile designing by Aligners therapy
- Robotic guided implantology, Digital smile designing, 3 D printed dentures
- AI aided oral diagnosis and Radiographic interpretation
- 3 D membranes for periodontal regeneration
- Programs in Virology & Immunology
- > Skill based value add programs in Allied Health Sciences
- > Twinning/Collaborative Programs with Foreign Universities
- > Programs in emerging areas in Engineering & Management, & Commerce
- Programs in Space Science and Technology, Aerospace Engineering, Nano Technology, Solar & Alternate Energy, Advanced Space Propulsion

• INNOVATIVE SCHOOLS

- School of Energy and Environment Engineering (Backed by Energy Research Centre)
- School of Smart Manufacturing and Technology (Backed by a Teaching and Learning centre for Design and Manufacturing Education)
- School of Agriculture Engineering (Backed by Bio tech labs)
- School of Aeronautics and Astronautics (Backed by Space Exploration and Defence Technology Centre)
- SCHOOL OF ENERGY AND ENVIRONMENT ENGINEERING

• <u>Courses</u>

- 1. B.Tech. Renewable Energy Engineering
- 2. B.Tech. Energy Technology
- 3. M.Tech. Environmental Engineering
- 4. M.Sc. Energy Policy Science

Research Area

- 1. Solar energy
- 2. Wind Energy
- 3. Bio Energy
- 4. Fuel Cell technology
- 5. Clean Fossil fuel technology
- 6. Energy policy

• SCHOOL OF SMART MANUFACTURING AND TECHNOLOGY

- <u>Courses</u>
 - 1. B.Tech. Smart Manufacturing
 - 2. M.tech. Smart Technology

Research Area

- 1. Low cost equipment
- 2. Additive Manufacturing
- 3. Robotics

• SCHOOL OF AGRICULTURE ENGINEERING

- <u>Courses</u>
 - 1. B.Tech. Agriculture Engineering
 - 2. M.Tech. Smart Agriculture

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Research Area

- 1. Low cost equipment
- 2. Genetic Seed Modification
- 3. Robotics

• DEVELOP LABORATORIES

• Department of Mechanical Engineering

- 1. Mechatronics and Robotics lab
- 2. Fuel and Combustion lab
- 3. Structures and Dynamics lab
- 4. Material Science lab
- 5. Energy lab

• Department of Electronics and Communication Engineering

- 1. Communication lab
- 2. Robotics lab
- 3. Smart Electronics lab
- 4. Smart Health lab

Department of Civil Engineering and Architecture

- 1. Green Building lab
- 2. Smart Street lab

• Department of Electrical and Electronics Engineering

- 1. Power Systems lab
- 2. Power Plant Transmission Systems lab

• Department of Electronics and Instrumentation Engineering

- 1. Smart Health instruments lab
- 2. Smart Energy and Environment Instrumentation lab

• Department of Chemical Engineering

- 1. Battery Technology lab
- 2. Pollution Control Lab
- 3. Crystal lab

Shaping the research agenda of the institute to have proper eco-system for research and development

A very good research eco-system leads to consistent efficiency in research output and at the same time should be sustainable in the long run. There should be research culture to be followed by all the faculty. A University is best known globally only through the quality of research publications. This is a need to develop a good infrastructure for carrying out research in order to have good connection with good researchers across the globe. Due to rapid development in technology, the academic world will witness new form of funding models, methods of collaboration and new metrics for quality research.

- □ Identify some thrust areas where there are a large number research publications and groups working in thrust areas and establish Centres with Research excellence
- □ To approach government agencies for the establishment of such centres with enough justification for such centres
- □ To strengthen the existing COE's and start new COE's in basic Medical,Paramedical and Clinical disciplines
- Emerging areas of research in medical sciences & health services
 - 1. Artificial intelligence
 - 2. Robotic surgeries
 - 3. Nanotechnology
 - 4. Gene therapy
- Centre of excellence
 - 1. Centre of excellence for Transplant Medicine
 - 2. Centre of excellence in Trauma Care
- □ To set-up a Centre of Excellence in 'environmental appraisal' at Dr. MGREI
- □ To set-up some Centres of Excellence with industry support or industrysponsorship and focus on innovation and product development
- □ Some suggestive COE's are
 - COE in Smart Manufacturing
 - COE in Data Analysis
 - COE in Cyber Security & Digital Forensics
 - COE in DevOps& Agile Technologies
 - COE in DRONE Technologies
 - To attract and recruit full time faculty with the potential for carrying out high end research that will be recognized globally by peers

- To provide a seed grants to the faculty for carrying out preliminary research to develop a base for sponsored research and patents
- To provide multi-disciplinary innovative research and fundamental research toprovide solution which are socially and industry relevant
- To support in an adequate manner the innovation from research Centres of Excellence into scalable, deployable solutions
- To create Research Chairs at the university to be occupied by internationally known researchers to drive research policies and projects at the university
- Promote an inter-disciplinary and collaborative research with institutes of great reputation
- Focus work on applied research besides basic research that solve societal, Industry, National and International problems
- Efforts may be initiated to have joint collaboration with Ph.D. programmes with top ranking universities abroad
- To focus on demand driven research activities and establish a footprint in specialized areas of research
- Creation of Research Working Centre which assists in quality research publications, preparing project proposals for funding so that every faculty becomes a better writer, reader and critical thinker
- > To increase full time research scholars should acquire Ph. D. degrees by 2025
- > All department should have faculty with a Ph. D. by the end of the year 2025
- To identify and recruit faculty who are good at research and encourage them to concentrate only on research and sponsored projects given minimal teaching load.
- More and more faculty may be encouraged to attend International Conferences so that they can initiate collaborative research

Research Areas

- 1. Rocket Propulsion
- 2. Electric Propulsion
- 3. Unmanned Drones
- 4. Space Exploration
- 5. Planetary Energy Resources
- 6. Space Technology & Telecommunication
- Set up a separate Technology Business Incubation Centre: Faculty & Students together do innovative research and commercialize it
- Objective To build an ecosystem for research: Academia and industry work in collaboration on research problems, technology challenges and product innovation

- Collaborate with large, small and medium enterprises, & start-ups to provide technologyrelated support
- To attract and recruit full time faculty with the potential for carrying out high end research that will be recognized globally by peers
- To provide multi-disciplinary innovative research and fundamental research toprovide solution which are socially and industry relevant
- To create Research Chairs at the university to be occupied by internationally known researchers to drive research policies and projects at the university
- Promote an inter-disciplinary and collaborative research with institutes of great reputation
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Internationalization of Higher Education

Dr. MGREI could be referred as an international university only when the university would be able to attract foreign students and faculty. The best way to attract international talent is to create an ambience for them to be comfortable in teaching and learning processes at the university. A n inclusive & diverse system of education with cross cultural activities and cross national equity is the need of the hour. The curriculum should also support this. In the context of globalization, the internationalization has become of global market driven process and all the institutes should gear up to meet this. This is also a mandate of NEP2020

- \checkmark To draft a policy for recruiting international students and faculty
- ✓ To improve the academic as well as physical resources on par with the international standards
- ✓ Internship program at International levels are to be encouraged
- ✓ International collaboration in teaching/research and student exchange programmes with reputed Foreign Universities through MOU's
- ✓ To recruit adjunct / visiting Professors from foreign universities

- ✓ To identity highly qualified research professors from top ranking foreignuniversities and offer them as Honorary Distinguished Professors
- ✓ Memberships with International societies should be made as mandatory
- ✓ To be one of the research driven universities, so that it finds a place in the global research map
- ✓ To introduce cross cultural academic programmes in Fine arts and other disciplines acceptable to foreign countries.
- ✓ Strengthen the Center for International Relations
- ✓ Set up at least 2 Global campuses
- ✓ International Programs in partnership with Global Universities
- ✓ Increase Student exchange, Faculty exchange
- ✓ Introduce Twinning Programs at least 2 in next 5 years
- ✓ Introduce Dual Degree Programs at least 2 in next 5 years
- \checkmark Focus on outcome of international MoUs than just the numbers
- ✓ Set up a Super Specialty Hospital: Medical Tourism
- ✓ Accreditation from International Regulatory Bodies

Skill Development to improve employability of students

In order to prepare industry ready graduates, it is pertinent that student should have exposure to industry environment and work culture. The students should undergo industry working experience to supplement their professional development. This type of industry experience can be **materialized** into the regular culture as industry internships. Students will undergo 3 months of training in the industry. Student will be able to decide on what sector of an industry they prefer to work. In order to bridge curricular gaps among students exclusive skill based courses andsoft skills training programs need to be conducted.

- To introduce pre-placement training from the second semester onwards and continue till they get placed
- Each department shall send minimum of 70% of students for industryplacements.
 This may attract major industries for campus placement

- To conduct mock sessions and training programs by industry professionals on industry related tasks and projects
- To take necessary steps to attract more core industries for the campusplacement by conducting institute-industry meets periodically
- Career focused training from first year onwards for job / Civil Services / GATE
- To improve the technical quality of students so that they can be placed in wellreputed industries with good pay packages
- To increase the percentage of eligible students to improve placement percentages as this could be one bench mark for good admissions
- Career oriented degree & certificate courses through online mode of access
- Topic-wise online lectures
- Expansion of Skill Development Courses: Government approved Certificate Programs by collaborating with NSDC, PMKVY, MSME etc.
- Industry approved Skill Development Courses

Engaging Alumni to have better Alumni Network in order to get better perception than before for our University

The Alumni are the brand ambassadors for the institute. We need to connect with them digitally since their graduation. There is a need to change our policies in order to empower Alumni to actively participate in all the development activities and institute statutory bodies such as Academic Council, Planning and Development etc

A database of Alumni may be created to get connected to them digitally or through social networks. The Alumni involvement should be more in the curriculum development of the institute so that more and more of our students will get placed in major industries

- The institute should offer a portfolio of services and support that will be ofsome value to Alumni.
- We should bring out some policies and programmes that empower Alumni to serve the institute.

- The institute must seek regular feedback from alumni to measure the effectiveness of current efforts and the need for future programs and shape these future programs.
- To provide a good support to Alumni who own small businesses by leveraging the alumni network.
- o To make use of Alumni Network to mentor students to carrier guidance and opportunities.
- Success stories of reputed Alumni could be conducted through webinars periodically through this network
- Create content work sharing with Alumni through social networks like LinkedIn, Institute Alumni Network
- To collect non funded donations for the development of libraries, labs and the institute.
- To focus on demand driven software development activities with alumni

Catalyzing the Institute-Industry interaction

Various industries located in and around the Chennai and Bengaluru was linked through Industry Institutional Planning Cell of the university for enhancing knowledge among students. Number of MOU's may be signed with corporate companies for augmenting the current knowledge in the field of Medicine, Dentistry, E & T, Architecture, Health Science, Humanities and Social Sciences, Management and Education. Incubation Centre and startup are created through IIC, NewGen IEDC funded by MHRD,Government of India in turn of industrial collaboration, and an innovative approach is used to build an eco-system that can nurture emerging talents and instill a Culture of Social Responsibility. It is still a long way to achieve desired results in industrial consultancy and entrepreneur from the university.

- To improve industry institute interaction through continuous dialogues, meetings and interaction in various forums including Alumni Network
- ✓ To initiate industry relevant curriculum so that more and more industries are involved in the curriculum delivery and in establishing suitable labs.
- ✓ To enhance industry internships through a well known corporate and industrial visits, so that the students are aware of the industry work environment

- ✓ To conduct periodically institute industry meets to showcase the strengths and researches of the university, that may induce the industry to come for consultancy
- ✓ Senior executives from the industry could be initiated as Honorary Professors of the university and to occupy as Research Professor Chairs to be established at the universities
- ✓ Joint academic program collaboration with major industries can be encouraged
- ✓ Staff members based on their research interests can spend one or two members in industry to work on collaboration projects with consultancy
- \checkmark A separate centre for sponsored research with industrial consultancy could bestarted
- \checkmark Professional consultancy by the faculty to industries
- \checkmark Joint research programs and field studies by faculty and people from industries.
- Visits of faculty to industry for study and discussions or delivering lectures on subject of mutual interest
- \checkmark Visits of industry executives and practicing engineers to the Institute
- Research work in laboratories, discussions and delivering lectures on industrial practices, trends and experiences
- Memoranda of Understanding between the Institute and industries to bring the two sides strategically closer
- ✓ Collaborative degree programs
- ✓ Short-term assignment to faculty members in industries
- ✓ Visiting faculty/Professors from industries
- ✓ Practical training of students in industries, projects, and Industrial visits

Promote an entrepreneurial culture

The university is consistent in getting admission in Computer Science, IT and Computer Applications. Altogether more than 1000 students are being graduated from UG and PG programs. There is a great potential for software development through the final year project at UG and PG level. Most of the students are capable of pursuing good innovative projects. The university needs to consolidate schemes for good incentives for in-house project development by these departments. There is ample scope for carrying out software consultancy.

Action Plans

- Create more numbers of student driven start-ups
- Training on entrepreneurship and managing start ups
- Creating and active industry driven Incubation Cell
- To identify potential projects in the final year B.Tech, M.Tech. and MCA programs for product development and may be recommended to Technology Incubation Park of the university
- Dr. MGR Software Park can be established on similar lines of IIT Research Park to give some fillip to the startups in software applications.
- Active involvement with Government schemes to promote start ups and provide funding support
- Close collaboration with industry to identify industry needs and guide students
- Incentives for students who show an entrepreneurial bent of mind
- Teaching entrepreneurship as a value add course
- Centre of excellence in IOT, Data Analytics and AI & Machine Learning to diversify on software consultancy and software development, besides other research activities
- Image building exercises need to be taken to give more visibility to the department of CSE, IT and MCA
- To study the work flow of the university and identify various projects to be developed

Goal 8

Decentralized system with well defined roles and responsibilities

Administrative decentralization seeks to redistribute authority, responsibility and practical resources among different levels of university operations, purely for operational convenience. The departments must be empowered to take minor decisionsrelating to student academic matters without going through usual routes. But the university can evolve some checks and balances so that the administrative system will not go out the loop. This decentralization has been achieved in Dr. MGREI to some extent.

- 1. To encourage students participation in important academic bodies of theuniversity such as Board of Studies and Academic Council.
- 2. To remove the gap between staff, student and administration and create aclimate for trust and close cooperation between them.

- 3. To encourage local leadership in various departments.
- 4. To avoid inevitable delays in the decision making process and fuel the growth of the university.

Improvement in Accreditations and Ranking:

- Improve NACC rating and NIRF ranking
- To be a Government approved & funded "Institution of Excellence"- one of the top 10 Private Universities in India
- Top 25 University in NIRF Ranking
- Top 25 University in Research & Publications
- Top 25 University in Consultancy
- Top 25 University in Quality Teaching
- Top 10 University in Research Labs
- To focus on important parameters of UGC, NAAC, NIRF, NBA, & ABET
- Improve E Governance
- Strengthen E Learning Programs
- Improve foreign collaboration : at least 10 Universities

Strategic Planning Implementation

Strategic Planning Executive Committee

- 1. Vice Chancellor Chairman
- 2. Dr. G.Gopalakrishnan (Provost)
- **3.** Dr. Vishwanathan (Rector R&D)
- 4. Dr. Ravichandran (Pro VC)
- 5. Dr. K.M.Mehta (Advisor CS)
- 6. Dr. C.B.Palanivelu (Registrar) Member Secretary
- 7. Dr. Malini Pande (Addl. Registrar Planning & Dev.)



C. B. Palaminde

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