

Strategic plan and deployment document



**Ch SD St Theresa's college for
women (A) Eluru.**

(Affiliated to Adikavi Nannaya University)

PREFACE

Ch.S.D.St.Theresa's College for Women is a pioneer Institution in the cause of Women's education. Established in 1953 by the pioneering team of the Sisters of St. Ann of Providence, Italy, with a handful of students at a time when women's education was looked down with disdain, St. Theresa's College has today blossomed into a trend-setter in education and has become a coveted destination for the girl students who aspire to scale the ladder of success.

Granted autonomy by UGC in 1987, the Institution has conscientiously adapted itself to the dynamic needs of the learners. Conferment of 'A grade' by NAAC three consecutive times since 1999 and CPE Grant by UGC in 2006 are strong indications of the visionary leadership and commitment of the Institution to the cause of education.

St. Theresa's is a place where skills and passion coincide with the needs of the society. The College is well known for its discipline, value-oriented academic acumen, conducive and student-friendly ambience, innovative program options and job oriented skill training. A rich array of opportunities is provided through co-curricular and extra-curricular programs that transform and empower students to realize their full potential. With state-of-the art physical facilities, e-class rooms, virtual labs, resourceful library, caring guidance and exuberant synergy of the faculty, passion and commitment of the management, St. Theresa's is one of the best global Institutions.

EXECUTIVE SUMMARY

With a mission to create empowered women hailing from economically and socially disadvantaged strata of society, St. Theresa's College for Women strides purposefully forward into its seventh decade of inception standing as a model institution for Higher education. Recognized by august bodies as a premier institution with noble paradigms of teaching learning and evaluatory mechanisms, **Conferment of 'A grade' by NAAC three consecutive times since 1998, accreditation of NAAC Fourth cycle by A+ grade with 3.56/4 CGPA in 2017, CPE Grant by UGC in 2006 and Grant of college of excellence in 2018** in recognition of its stalwart credentials.

University Grants Commission (UGC), Ministry of Human Resource Development (MHRD), and Government of India, has given this prestigious recognition. The newly acquired CE status will be another milestone achieved in the glorious history of St. Theresa's College. **St. Theresa's** is one of the only two colleges in Andhra Pradesh to have been bestowed with the CE status. Under RUSA 2.0, component 8 the college was sanctioned a grant of Rs.5 Crores, to be utilized during the period before March 2020. This funding is for the enhancement of quality teaching, research and extension activities in the campus. These are the strong indications of the visionary leadership and commitment of the Institution to the cause of education.

The brilliant leadership displayed by administrators has ingrained the ideals of discipline and progressive thinking transforming learning into a dynamic process ever evolving to suit changing trends. Visionaries like Sr. Josephine, Sr. Winifred, Dr. Sr. Marietta Pudota, Dr. Sr. Theresia Cherian, Dr Sr Mercy.P and Dr Sr Marietta D' Mello nurtured the college with fervent dedication to make it one of the premier schools of higher education. The present Principal Dr. Sr. Mercy P. shares the same passion and foresight in empowering first generation women learners.

Mission of the Institution:

True to the Theresian Motto "**From darkness to light**" we strive to create integrated women leaders, empowered and committed to excellence, pro-active, innovative, custodians of culture and heritage, channels of human values, and lights of God's transforming love.

Objectives:

In the quest for excellence, the institution has laid down some corner – stone objectives in providing a symbiotic relationship between teachers and taught based on the firm bedrock of a sound value- system.

- To inculcate in the students the values of the Gospel and the values of truth, justice, love, simplicity, self- sacrifice and service enshrined in the preamble of our constitution.
- To provide a conducive ambience that promotes a stimulating and active learning environment for students to excel and grow intellectually and emotionally sound.
- To sensitize students to develop empathy and service mindedness to address social problems, especially of the downtrodden, women and the needy.

Core Values :

The Institution is guided by Core Values of

1. Women in Development
2. Patriotism
3. Integrity
4. Inclusiveness
5. Transparency
6. Critical thinking
7. Team Work
8. Sustainability
9. Institutional Social Responsibility.

INSTITUTIONAL SWOC ANALYSIS:

Strengths:

- Conferment of 'A' grade by NAAC 3 consecutive times and A+ grade by NAAC in the fourth cycle in 2017.
- Conferment of Autonomy in 1987, CPE grant by UGC in 2006 and grant of College of excellence in 2018.
- Considered the best College for NCC, NSS activities by the University and the State.
- Endowed with state-of-art infrastructure, ICT enabled teaching/learning facilities.
- Health care given importance through various programmes and installation of a Multi Gym and Health Care Centre.
- Committed and dedicated band of faculty and support staff who strive ceaselessly to promote excellence.
- Transparent, democratic and participative management system of operation.
- Strong student-support services.
- Effective feed-back mechanism through eight schedules.
- Innovative practices such as need based project study, collaborative academic projects, societal inclusive activities.
- Women oriented, value oriented, skill based curriculum designed to meet requirements of stakeholders.
- Skill development programmes through ESC and Kaushal Kendra.
- Thrust laid on publication and research through a dedicated Research Wing.
- State-of-art Library with INFLIBNET and thousands of e-books and journals available.
- Cultural activities, extracurricular activities make students vibrant, confident and energetic.

- 10 foundation courses impart necessary skills in diverse areas so vital in today's ever changing world.
- Strong ward-tutor system ensuring emotional wellbeing.
- Student-friendly ambience in a campus filled with aesthetic buildings, gardens and grounds.
- Well-endowed hostels for comfortable stay of students
- International Studies Centre to encourage global mind set and skills.

Weaknesses:

- Need to strengthen on consultancy services
- Limited student placements due to semi-urban locale of college and lack of local job opportunities.
- A large number of unaided faculty with aided vacancies remaining unfilled by the State Government.
- First generation learners who display nonchalance as they hail from economically backward backgrounds and require great effort to be motivated.

Opportunities:

- Scope to train students in skills to become employed or self-employed.
- To strengthen research out-put by taking up major and minor projects and research guidance.
- To provide consultancy services in collaboration with government and non-government agencies.
- To carry out more need based extensive services to the needy in society.

Challenges:

- To motivate students towards excellence and careers
- To provide placements for all students.
- Facilitate global skills and exposure to students
- To apply for patents through need based scientific research.

Strategic Planning of the institution plays a vital role in successful accomplishment of the Vision and Mission, which it dreams of. Strategic planning is a continuous process with a specific emphasis on accomplishing institutional goals in this highly competitive world. The basic strengths of strategic planning are its abilities to help align the organization with its environment, i.e., a set of internal and external forces that can positively or negatively affect the activities of an Institution.

The Strategic Planning and Deployment Document (SPDD) is formulated based on analysis of present challenges and future opportunities and it envisions the direction towards which the institution should move to achieve its set goals and objectives. The first part of SPDD elucidates the vision, mission and core values of the institution along with long term & short term goals. The SWOC analysis of the institute formed the basis in framing the vision and mission which in turn depend on the feedback from stakeholders. After analyzing the internal and external environment, the institutional goals were set up in all possible growth domains through a brain storming sessions with HODs and faculty members.

The strategies with action plans were decided to achieve institutional strategic goals. While formulating the strategic plan and deployment document, each and every stakeholder is made to involve by building a spirit of ownership in them. The document is circulated to all the departments. Highest attention has been paid to spell out clearly the execution and monitoring by identifying measurable targets in line with the anticipated outcomes. The SPDD is discussed meticulously and approved by the Staff Council of the institution. The SPDD will synchronize the processes and efforts of the institution and it will also ensure that the institution will become a most preferred higher education institution in the Country.

Strategic goals

The Institution Strategic Goals (ISG) were set up based on the deliberations emanated from the brainstorming session by the intellectual brains of the institution on the vision, mission, core values, policies and procedures of the institution as well as the SWOC analysis. The expectations of the stakeholders are given due weightage in setting up ISG.

Institution Strategic Goals (ISG):

1. Ensuring Good Governance

2. Establishing Effective Teaching Learning Process
3. Developing leadership and participative learning
4. Developing Financial Management
5. Emphasizing on Institute – Industry interaction
6. Developing of entrepreneurship
7. Encouraging research and innovations
8. Establishing Internal Quality Assurance System
9. Ensuring student's development, participation and welfare
10. Ensuring staff development & welfare
11. Increasing internal resources
12. Increasing Alumni Interaction
13. Engagement in Community Services and Extension Activities
14. Developing physical infrastructure
15. Getting highest accreditation from statutory bodies
16. Up Gradation into a University

Strategic Planning

Good governance

- Vision, Mission development & their articulation
- Inclusion of industrialist & academicians on GB
- Evaluation of Institutional performance, i.e. Internal academic and administrative audit, feedback mechanism
- Institutional strategic goals setting
- Institutional Strategic development plan
- Establishing Quality Assurance Systems
- Constituting statutory committees
- Implementation of e-governance
- Decentralization of Administration for Leadership development
- Formulation of institutional policies & procedures and implementation
- Establishing fair and transparent performance appraisal system

Teaching Learning Process

- Academic Planning (Annual Curricular Planning)
- Development of teaching plans
- Development of teaching aids
- Procurement of teaching, learning & evaluation Software
- Development of e- learning resources and LMS
- Adoption of ICT based teaching learning
- Providing mentoring and personal support
- Creating fair feedback system, Analysis and action taken on feedback
- Evaluation parameters and benchmarking
- Continuous Internal Assessment to measure outcomes
- Performance development through credit system
- Implementation of best practices

Leadership and Participative Management

- Motivating through interactions
- Reporting structure
- Decentralizing the academic, administration and student related authorities & responsibilities
- Prescribing duties, responsibilities and accountability
- Establishment

Financial Management

- Framing & implementation of Procurement and Financial policies
- Planning Department wise Budget
- Expenditure management
- Forecasting income & expenditure
- Surplus Fund Management / Emergency plans
- Budget formulation & approval through Finance Committee
- Periodic Internal/ External Audit

Institute – Industry Interaction

- MoUs with industries
- Support for internships, visits, trainings, guest lectures

- Identifications of industry needs and advice on curriculum
- Providing opportunities for Industry based/sponsored projects
- Providing career guidance
- Strengthen training & placement
- Establishing center of excellence

Entrepreneurship

- Establishment of Entrepreneurship Development Cell
- MoUs with training institutes
- Establishing incubation centers

Research and innovation

- Central Instrumentation Laboratory
- Fund raising through Project proposals
- Applying for Government/ other funding Collaborations with research organizations

Internal Quality Assurance System

- Establishment of IQAC Framing of Quality Policy & publishing
- Educating & Training of all employees
- Periodic check & guidance
- Establishment of audit team and process Audit and remedial measures
- Identifying best practices
- Formation of Quality circle & functioning
- Annual report preparation & submission

Student's development and participation

- Budget allocation
- Establishment of infrastructure
- Formation of student council
- Student's representation
- Participation in competitions
- Organizing competitions
- Rewards & recognitions of achievers

Staff development & welfare

- Staff performance evaluation system
- Staff Training
- Best work facilities and infrastructure
- Membership of professional bodies
- Code of conduct & service rules
- Staff welfare policy formation and implementation
- Career advancement scheme
- Rewards, recognitions and incentives
- Deputation for seminars, conferences
- Sponsorship/ Motivation for qualification improvement

Internal Revenue Generation

- Establishing infrastructure
- Identification and Strengthening of IRG activities
- Policy for Incentives to staff

Alumni Interaction

- Formation of Alumni association and registration
- Data base creation, Regular interactions with alumni and networking
- Recognition of successful alumni
- Leverage for guest lecturers/internships/placements
- Exploring Contributions
- Brand ambassadors Sponsorships/scholarship

Community Services and Extension activities

- Budget from institution resources/Faculty/students/other donors Identify nearby
- villages for adoption
- Projects based on rural challenges
- Provide vocational training /job oriented training as per local needs at the institute
- Educational support to village students
- Conducting awareness camps

Physical infrastructure

- Smart Class rooms, Tutorials, Seminar halls
- Modernization of Laboratory & equipment
- Library infrastructure up gradation
- Establishment of Virtual classrooms and networking, System up gradation
- Functional facilities for e-learning
- Safety & Security management
- Safe drinking Water facility (5 RO Plants)
- Medical facility
- Developing sports (indoor/outdoor) facilities
- Hostels facility within the campus
- Plantation
- Rain water harvesting
- Renewable Energy harvesting
- Hygiene, solid waste management (zero plastic usage, dry & wet refuse)
- Recycling waste water

Accreditations

- Discussion in Governing Body and approval for Accreditations Resource
- planning & budget approval
- Constitution of committee to prepare Accreditations Plan
- Establishment of Accreditation cell
- Preparation of reports
- Inspections facilitation & remedial measures

Strategy Implementation and Monitoring

The Strategic development plan is put before the Governing Body for approval followed by its implementation. The progress of strategy shall be evaluated from time to time. Hence the measurable success indicators are clearly spelt out in the implementation document. The Principal along with the members of the Committees will be the custodian for strategic plan and its deployment.

Implementation at Institution Level :

Governance & Administration	Chairman & Members of GB, Administration Office
Branding /Expansion	GB members, CPDC/Local Management Committee
Students Admissions	Principal, HODs, Admissions team
Statutory Compliance	Principal, HODs, all faculty and Coordinators
Infrastructure (physical)	GB- Chairman, Principal and Team
Infrastructure (Academics)	Principal, HODs/ Deans
Teaching- Learning	Principal, Deans/ HODs, Faculty and Staff
Research& Development	Deans/ HODs
Students development	Dean (Students Welfare), HODs
Departmental Activities	HODs and Faculty
Training & Placement	TPO & HODs
Quality Assurance	Deans/HODs and IQAC team

Measurable during Implementation

Good governance

- GB selection (Inclusion of Academicians & Industrialist)
- No. of GB meetings/ Semester
- Vision Mission , Dissemination & Review
- Organization structure in place
- Degree of decentralization
- Degree of E -Governance
- Resource mobilization
- Staff appraisal & career advancement scheme in place
- Service rules & benefits

Effective teaching

- No. of teaching aids

Learning process

- Syllabus completion

- Mini projects, Major projects, Seminars
- No. of learning resources
- No. of student counseling/mentoring/training sessions conducted
- Result of examinations (Pass, First classes, Distinctions)
- Graduate attribute attainment levels
- Alumni feedback

Leadership and participative management

- Reporting structure in place
- Decentralization in various domains - academic, administration, staff welfare, student development, infrastructure management – appointments of section heads & Associate deans code of conduct - duties, responsibilities and accountability Rotation of key posts to build leadership Functional & statutory committees – no. of meetings/ semester, minutes of meetings, planning & implementation.

Financial management

- Annual Budget forecasting income & expenditure
- Utilization / Allocation of funds
- Internal & External Audit

Institute – Industry Interaction

- No. of active MOUs
- No. of Initiatives/activities through MOU
- No. of Initiatives/contributions

Training & Placement

- Number of career guidance trainings
- Number of skill development trainings
- Number of placement drives organized
- Number of placements

Entrepreneurship

- No. of entrepreneurship trainings organized/participated
- No. of graduates becoming entrepreneurs
- No. of incubation centers

Research and innovation

- Publications in national/international journals and conference proceedings
- No. of industry based/ sponsored projects from different funding agencies

- No. of funded research projects
- Patents filed
- Conferences & workshops organized
- New MOUs signed with academic and industrial organizations
- Laboratory development
- Center of research established
- No. of students pursuing higher education

Internal Quality Assurance System

- Number of IQAS initiatives/ semester
- AQAR submission

Student's development and participation

- Number of student participants
- Number of tournaments won
- Number of sports, technical, cultural events organized
- Regional, National & International competitions participated
- Regional, National & International recognitions received

Staff development & welfare

- Number of Staff attending training programs
- Staff training programs organized
- Number of memberships of professional bodies
- Sponsorships for higher education
- Number of staff welfare programs
- Staff awards/ recognitions/ incentives

Monitoring the Strategic Plan

The implementation of strategic plan will be monitored from time to time by the respective committees through periodic review. The heads of departments will prepare the detailed progress report and present it in the council meetings. The benchmarking of quality standards and its monitoring, evaluation of attainment will be carried out by the IQAC independently and it reports the findings to the Council directly. With thorough analysis of outcomes and IQAC report, the council will recommend the corrective actions, need of refinement of processes and deployment of resources. All these reports will be forwarded for

further discussions and approval of GB.

Conclusion

The SPDD is an effort to scribble out a pathway towards achievement of goals the institution has set. Mere formulating the strategic plan doesn't ensure success, but it provides a guiding framework which is a collective wisdom delivered by the process of participative brainstorming of stakeholders. The proper implementation of strategies through teamwork with good spirit leads to success and sustainability over a longer time. The strategic planning is not a static document but it is dynamic process which must respond to the changing environment. There are restrictions in spelling out the detailed processes to be deployed to get the desired outcomes. Hence it needs continuous evolution to incorporate the lessons we learn during the implementation. It emphasizes the role of IQAC in ensuring the quality of implementation by periodic evaluations of outcomes.