
Strategic Planning And Deployment Document

(2017-2022)



Suman Ramesh Tulsiani Charitable Trust's

*Suman Ramesh Tulsiani Technical Campus –
Faculty of Engineering*

Message

Suman Ramesh Tulsiani Charitable Trust (SRTCT) established in 1989 is known for its charity in social and educational activities. With a noble social cause to provide quality technical education at reasonable fees, the trust established Suman Ramesh Tulsiani Technical Campus Faculty of Engineering (SRTTC-FOE) at Khamshet, a village situated in rural area of Pune District. The institution is run as zero profit organization. The management looks towards the education as a social service and committed to help, spare time and efforts for overall development of students. The institute is governed by a governing board with representation of industrialists and academician. To ensure quality of education the management has tie up with ‘Vishwakarma Institutes’, one of the premier technical institute of the region.

The institute was started in 2012 and this year first batch of undergraduate courses and diploma courses has been passed out successfully. This is the right time that the institute shall embark its journey of success in the next decade. The preparation of ‘**strategic planning& deployment document**’ is the first step in this direction. The distinguished faculty members under the leadership of Principal, Associate Deans and HoDs brought out the best possible detailed strategies and its deployment plan. I am confident that this leadership will implement the strategic plan in its total spirit.

I congratulate to Principal, HODs, Faculty, staff and students and extend my best wishes for their future journey.

*Chairman
Governing Board*

Preface

For any organization, strategic planning is very much essential to accomplish the Vision and Mission, which it dreams of. Strategic planning is a continuous process with a specific focus on accomplishing institutional goals in this highly competitive world. Strategic Planning and deployment document (SPDD) is based on analysis of current obstacles and future opportunities and envisages the direction towards which the organization should move to achieve its set goals and objectives.

The first part of SPDD addresses vision, mission which the management dreams along with core values, institutional long term & short term goals. These are defined and provoked by the stake holders (management, leadership, HODs, faculty, staff, industry, students and parents) through SWOC analysis. After analyzing the internal and external environment, the institutional goals were set up in all possible growth domains through a brain storming sessions with Associate deans, HODs and faculty members. The strategies with action plans were decided to achieve institutional strategic goals.

While formulating the strategic plan and deployment document, care has been taken to involve every stakeholder to build a spirit of ownership which is vital for success of any organization. The strategic plan and deployment is circulated to all the departments. Utmost care has been taken to spell out clearly the implementation and monitoring by identifying measurable targets in line with the desired outcomes. The SPDD is discussed thoroughly and approved by the Governing Board.

The SPDD will synchronize the processes and efforts of the institution and it will also ensure that SRTTC- FOE will become a most preferred technical education institution in the state of Maharashtra by 2022.

Vision

Food, cloth and shelter are the basic needs of human being. But as the humanity is evolving to new highs, increased standards of living is creating variety of needs which were not in existence few years earlier. When we say addressing social needs, it has no longer controlled by geographical barriers. With internet and world trade organization, foreign markets are opened to everyone and therefore analyzing and responding to global needs has become utmost necessary for growth of any organization. Satisfaction of modern social needs of communication, connectivity, information sharing, travel, shipping, entertainment is only possible through technological development. Technology is changing very fast and one shall keep pace with the surrounding world through continual improvement. To create existence one shall deliver quality but to sustain in today's competitive world, one shall starve for excellence. Hence SRTTC-FOE formulates its vision as

“To ensure excellence in imparting quality technical education to fulfill need of the society, globally, through continual improvement.”

Mission

- To impart knowledge & skill based education in collaboration with Industry, Academia & Research organization.
- To prepare competent Engineers with the spirit of entrepreneurship.
- Prepare engineers to respond to the current and future needs of the industry, higher studies as well as research.
- Contribution to national wealth through innovations.
- To pursue excellence in all facets of institute functioning.
- To develop individuals with multidimensional personality who will take up responsibilities of the family, the Society and the Nation.

Core Values

Core values are the pool for organizations to smoothen the progress of organizations and to ensure healthy organizational culture around us. The Core Values of the Institute will offer agenda of procedures for intentional engagement in the following ways.

Student Centric: Our institute is established to craft our students as competent technocrats with quality technical education and fulfill global need of the society. Plethora of facilities is provided for learning, knowledge creation and interaction to become innovators, leaders, and positive contributors to society.

Empowerment of Faculty: Progression of the institute is depends upon human resources. SRTTC family believed in the integrity, accountability, transparency, diligence and discipline. New employee orientation, faculty development program, carrier advancement programs, performance appraisal are provided to ensure excellent work environment and development of the institute.

Management: It is well known that core values of management are influential shaper for organization culture. For organizational development, support from management is the key element for progression. Management is committed to provide technical education in rural area. The management inspires our faculties and staff to endorse key behavior and lead institute successfully.

Value of quality: Consistent efforts from top management, faculties, staff and alumni are always in the direction of quality. Quality is the continuous process to reduce lacunas of organization. The Institute never compromise with its quality. Our aim is to encourage, empower, enable our student to ensure best valued person in society.

Heighten the excellence: We believe in giving our best in every domain we do at institute. SRTTC family is, confident, competent, focused and passionate about the work that leads to achieve excellence in organization

SWOC Analysis

Strengths

- Visionary & Committed management with social responsibilities
- Strong support of management for development of institute
- Guidance of reputed educational organization (Vishwakarma Institutes)
- Third party academic and administrative audit system
- Ample Infrastructure with pleasant ambience
- Ample land availability
- Good connectivity by road and rail
- Reasonable fees
- Student centric approach
- Good combination of dynamic, enthusiastic fresh and experienced staff
- Well-equipped laboratories & spacious Library
- Well established industry advisory boards in each discipline
- Good service conditions and benefits to staff
- Various activities through professional chapters
- Involvement in social activity

Weaknesses

- Lack of soft skill among students
- Not availability of PG courses and research facilities
- Inadequate hostel facility

Opportunities

- Internal revenue generation
- Development of research center

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- Training to students for competitive examinations
 - Collaboration with Govt. , Non-Govt. organizations & Private organizations
 - Formation of incubation center
 - Participation in Intercollegiate and university events

Challenges

- Remoteness of college from cities
- Admission of students
- Gap between Industry expectations and skill/ knowledge of students
- Placement of students

Strategic Goals

SRTTC Leadership Team after brain storming on the vision, mission, quality policy, core values, stock holder's expectations and SWOC analysis arrived at the step to establish Institution Strategic Goals (ISG)

Institution Strategic Goals (ISG):

1. Ensuring good governance
2. Establishing effective teaching learning process
3. Developing leadership and participative management
4. Developing financial management
5. Put emphasize on Institute – Industry interaction
6. Development of entrepreneurship
7. Encouraging research and innovation work
8. Establishing Internal Quality Assurance System
9. Ensuring student's development and participation
10. Ensuring staff development & welfare
11. Increasing internal revenue generation
12. Increasing Alumni Interaction
13. Engagement in Community Services and Extension Activities
14. Developing physical infrastructure
15. Getting accreditations from statutory bodies

Strategic Planning (2017-2022)

Good governance	<ul style="list-style-type: none"> • Inclusion of industrialist & academician on GB • Vision, Mission development & their articulation • Evaluation of Institute performance and benchmarking • Institutional strategic goals setting • Institutional Strategic development plan • Establishing Quality Management Systems • Establishing organization structure • Establishing statutory committees • Establishing E governance • Leadership development through decentralization • Establishing internal audit committee • Code of conduct and policy formulation, approval and implementation • Establishing fair and transparent performance appraisal system
Teaching learning process	<ul style="list-style-type: none"> • Academic planning • Development of teaching plan as per OBE • Development of teaching aids • Procurement of teaching, learning & evaluation software • Development of e- learning resources • Adoption of ICT • Establish research culture • Providing mentoring and personal support • Create fair feedback system • Conduct training need analysis • Evaluation parameters and benchmarking • Continuous assessment to measure outcomes • Performance development through credit system • Implementation of best practices
Leadership and participative management	<ul style="list-style-type: none"> • Motivating through interactions • Reporting structure • Decentralize the academic, administration and student related authorities & responsibilities

	<ul style="list-style-type: none"> • Prescribe duties, responsibilities and accountability • Rotation of key posts to build leadership • Portfolio assignments • Establishment of functional committees
Financial management	<ul style="list-style-type: none"> • Framing & implementation of Procurement and Financial policies • Department wise Budget planning • Expenditure management • Forecasting income & expenditure • Surplus Fund Management / Emergency plans • Budget formulation & approval through Finance Committee • Periodic Internal/ External Audit
Institute – Industry Interaction	<ul style="list-style-type: none"> • Formation of industry institute interaction cell • MoUs with industries • Formation of Industrial Advisory Board • 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 centre of excellence
Entrepreneurship	<ul style="list-style-type: none"> • Establishment of Entrepreneurship Development Cell • MoUs with training institutes • Providing training & guidance for entrepreneurship • Establishing incubation centers
Research and innovation	<ul style="list-style-type: none"> • Dedicated R&D facilitation & documentation centre • Start new Journals with Scopus indexing. • Fund raising through Project proposals • Apply for TEQIP/Government/ other funding • Collaborations with IITs & other Govt. and Private research organizations • Appointment of Patent Attorney & Patent filing

Internal Quality Assurance System	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Budget allocation • Establishment of infrastructure • Formation of student council • Student's representation • Participation in competitions • Organizing competitions • Credit transfer & compensation • Rewards & recognitions of achievers
Staff development & welfare	<ul style="list-style-type: none"> • Recruitment Policy formation & implementation • 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 • Support for research, consultancy, innovations
Internal revenue generation	<ul style="list-style-type: none"> • Establishing infrastructure • Identification and Strengthening of IRG activities • Policy for Incentives to staff • Advertising & marketing
Alumni Interaction	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • Exploring Contributions • Brand ambassadors • Sponsorships/scholarships
Community Services and Extension Activities	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Smart Class rooms, Tutorials, Seminar halls • Modernization of Laboratory & equipment • Library infrastructure up gradation • Establishment of Virtual lab and networking • System up gradation • Functional facilities for e-learning • Safety & Security management • Water facility • 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	<ul style="list-style-type: none"> • 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

After approval of Strategic development plan by Governing Body the next step is its implementation. When being implemented, the progress of strategy shall be measured from time to time. Hence the measurable success indicators are clearly spelt out in the implementation document. The Principal along with Local Management Committee will be the custodian for strategic plan and its deployment.

Implementation at Institute Level

Governance & Administration	Chairman & Members of GB, Administration Office
Branding /Expansion	GB members, Local Management Committee, PRO
Students Admissions	Principal, HODs, Admission team, Students section
Statutory Compliance	Principal, HODs, all Associate Deans, Coordinators
Infrastructure (physical)	GB, Chairman, Estate office
Infrastructure (Academics)	Principal, HODs, Associate Deans (Academics), Estate office
Teaching- Learning	Principal, Associate Dean (academics), HODs, Faculty and Staff
Research& Development	Associate Dean (R & D), HODs
Students Development	Associate Dean (Students Development), HODs
Departmental Activities	HODs and Faculty
Training & Placement	TPO & HODs
Quality Assurance	Associate Dean (QA), IQAC team

Measurable during Implementation

Good governance	<ul style="list-style-type: none">✓ GB selection (Inclusion of Academicians & Industrialist)✓ Nos. 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 learning process	<ul style="list-style-type: none">✓ No. of teaching aids✓ 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	<ul style="list-style-type: none">✓ Reporting structure in place✓ Decentralization in various domains - academic, administration, staff welfare, student development, infrastructure management – appointments of section heads

	<p>& Associate deans</p> <ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Annual Budget forecasting income & expenditure ✓ Utilization / Allocation of funds ✓ Internal & External Audit
Institute – Industry Interaction	<ul style="list-style-type: none"> ✓ No. of active MOUs/Dept ✓ No. of Initiatives/activities through MOUs ✓ No. of IAB meetings/ year ✓ No. of Initiatives/contributions by IAB
Training & Placement	<ul style="list-style-type: none"> ✓ Number of career guidance trainings ✓ Number of skill development trainings ✓ Number of in plant trainings ✓ Number of placement drives participated ✓ Number of placement drives organized ✓ Number of placements
Entrepreneurship	<ul style="list-style-type: none"> ✓ No. of entrepreneurship trainings organized/ participated ✓ No. of graduates becoming entrepreneurs ✓ No. of incubation center
Research and innovation	<ul style="list-style-type: none"> ✓ Publications in national/international journals and conference proceedings

	<ul style="list-style-type: none"> ✓ No. of industry based/ sponsored UG projects ✓ 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	<ul style="list-style-type: none"> ✓ Number of IQAS initiatives/ semester ✓ IAMC audits remarks ✓ AQAR submission
Student's development and participation	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Number of Staff attending training programs ✓ Staff training programs organised ✓ Number of memberships of professional bodies ✓ Sponsorships for higher education ✓ Number of staff welfare programs

	<ul style="list-style-type: none"> ✓ Staff awards/ recognitions/ incentives
Internal revenue generation	<ul style="list-style-type: none"> ✓ Industry Sponsorships ✓ Funding raised through sponsored Projects ✓ Consultancy /Testing Services, ✓ Alumni Contribution ✓ Philanthropy- Donations
Alumni Interaction	<ul style="list-style-type: none"> ✓ Alumni data base ✓ Number of interactions ✓ Support for internships/placements/ projects/ consultancy ✓ Contribution towards infrastructure development.
Community Services and Extension Activities	<ul style="list-style-type: none"> ✓ Adoption of villages ✓ Number of trainings/ awareness camps provided ✓ Number of social projects undertaken ✓ Number of Skill development programs for weaker sections
Infrastructure - physical	<ul style="list-style-type: none"> ✓ Number of buildings, class rooms added ✓ Removal of obsolescence ✓ New equipment added ✓ Annual budget allocated & utilized ✓ Recycling of water ✓ Renewable energy source development ✓ Green initiatives
Infrastructure - Academic	<ul style="list-style-type: none"> ✓ Number. of Volumes & Titles in library ✓ Number of National& International journals

	<ul style="list-style-type: none"> ✓ Number of e-learning recourses (moodle/ google classroom/ my examo/ nptel /video lectures etc) ✓ Digital Library ✓ Smart Classroom ✓ Virtual laboratory
Accreditations/ Recognitions	<ul style="list-style-type: none"> ✓ NAAC ✓ NBA ✓ NIRF ✓ Permanent affiliation ✓ Autonomy ✓ International MOUs ✓ ISO certification

Monitoring of strategic plan

The implementation of strategic plan will be monitored time to time by local management committee through periodic review. The section heads will prepare the detailed progress report and present it in the LMC meetings. The benchmarking of quality standards and its monitoring, evaluation of attainment will be carried out by the IQAC independently. The IQAC will report the findings to the LMC directly. With through analysis of outcomes and based on IQAC report, the LMC 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 for chalking down a pathway towards accomplishment of goals we dream to. 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.