

# **SURYA SEN MAHAVIDYALAYA**

**BLOCK-B, SURYA SEN COLONY**

**SILIGURI-734004**



**A Multi Stream Govt. Aided College**  
**Recognized by UGC u/s 2(f) & 1 2(b)**  
**[Affiliated to the University of North Bengal]**  
**Established in 1998**



***Strategic Planning and Deployment Document***

***(2020-2023)***

## **Summary:**

Strategic planning is a **process in which organizational leaders determine their vision for the future as well as identify their goals and objectives for the organization.** The process also includes establishing the sequence in which those goals should fall so that the organization is enabled to reach its stated vision

The strategic planning process requires considerable thought and planning on the part of an institution's upper-level management. Before settling on a plan of action and then determining how to strategically implement it, governing body may consider many possible options. In the end, an institution's management and all the stake holders will, hopefully, settle on a strategy that is most likely to produce positive results and that can be executed in a cost-efficient manner with a high likelihood of success, while avoiding undue financial risk.

The development and execution of strategic planning are typically viewed as consisting of being performed in three critical steps:

The first part of it addresses the vision, mission which the institute sees along with core values, institutional long term & short term goals. These are defined and guided by the stake holders (management, leadership, Heads of Department, faculty, staff, industry, students, alumni and parents) through SWOC analysis. After analyzing the internal and external environment, the institutional goals were set up in all possible growth domains through continuous thought process and discussion with Academic Committee Members and Governing Board 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 all stakeholders to help contribute their part which is imperative for the success of every organization. Effort is taken to identify clearly the implementation processes and monitoring by identifying measurable targets in line with the desired outcomes. This will emerge to be the guiding force to achieve its goal to become an institution of Academic Excellence and providing professionals, like skilled young educationist as well as a human being to the society.

### **Vision**

Our emblem quotes our motto from the Upanishad, '*Tamasomaa Jyotirgamaya*', which means ascension from dark to light. Our vision is to establish an academic culture which would help students realize their innate potentials, thereby, boosting up their morale.

As an institute of higher learning Surya Sen Mahavidyalaya will always promote positive values and motivate learners to get them involved in intellectual activism. We visualise to transform education through practical orientation and outcome-based teaching.

## **Mission**

We have chalked out a comprehensive plan for future years where students can have a joyous participation in the learning process.

Our infrastructural facilities, a family of highly qualified and dedicated teaching fraternity, technological support in imparting education and special funding for the deprived and deserving ones, contribute enormously in making the whole process of teaching and learning truly meaningful.

As an institute of higher learning Surya Sen Mahavidyalaya will always promote positive values and motivate learners to get them involved in intellectual activism. We strive to transform education through practical orientation and outcome- based teaching.

## **Core Values**

### **1. Leadership and Cultural Heritage of Education**

Primary education to all regardless of caste and creed is the most significant priority of the institution. In our Institute we follow the noble practices established by the great educationists of West Bengal, such as Sir Ashutosh Mukhopadhyay, Acharya Prafulla Chandra Roy, Satyendra Nath Basu, Henry Vivian Derozio etc. and as we know Leader decide the destiny we are blessed to have a praiseworthy leadership and a rich cultural heritage which is totally focused on the noble cause of Quality Education.

**Honesty & Integrity** Our institution primarily focused on promoting the highest standards of trustworthiness and honesty to guarantee that all members of the community recognize the intrinsic advantages of living these beliefs and to ensure that academic execution is assessed dependably and compensated reasonably. In this Institute we totally believe in conduction of all activities in an ethical manner. We are committed to practices that are fair, honest and objective in dealing with students, faculty members, staff and stake holders at all levels of Institution.

### **2. Freedom of Thought and Expression:**

The guarantee of fundamental freedom is very important aspects of our democracy and carefully guarded by citizens and judicial system. We in our Institute Totally believe that an access to free expression is vital both to support the development process and as a development goal in its own right. We believe that freedom of thought and expression is necessary, as without this overall development of Individual cannot be completed. Everybody is valued and judged in view of their commitments and execution instead of gender, race, religion, physical capacities, sexual character or financial condition. Commitment extends to all level of our campus to foster a climate of ethical conduct, respect, responsibility and Trust.

### **3. Excellence**

At our Institute we endeavour to create and seek after higher benchmarks by exhibiting quality in staffing, facilities, programs, and services by promoting continuous improvement, encourage interdepartmental collaboration, encourage creativity, innovation, and risk-taking among students as well as faculty. If we are to both remain relevant and attract the highest calibre of students, faculty, and staff, we must ensure that our community is inclusive and open to all viewpoints. A culture of excellence must pervade the Institution in both academic and non-academic areas.

### **4. Accountability and Transparency**

We are engaged towards developing an atmosphere where every member takes responsibility for personal and professional growth and development. We continuously assess and enhance our policies, establish and impart characterized and explained objectives and targets, ensure that our work increases the value of the college and society. We believe in having complete transparency at all levels of hierarchy to promote a healthier working atmosphere to all.

### **5. Encouragement**

Encouragement is provided for critical and quantitative thinking, effective communication, ethical decision making and social obligation in our students. Motivating your employees is vital to any business and we believe in the value of positive motivation and encouragement. A motivated workforce means a highly productive staff, all of which will help you achieve your organizational goals and vision, and for that we as an Institute work in the direction of a motivated environment for staff and students.

### **6. Social Responsibility**

We are focused on promoting the sense of social responsibilities in students by involving them in various social activities. This helps in creating awareness about latest and important social issues in individual and gives them a broader perspective of understanding the causes and possible solutions related to various social issues.

## **Strategic plan process**



### **Strategic Goals**

The team of IQAC after several discussions and planning in tune with the Mission and Vision has brought Quality Policy and Core Values. Stake holder's expectations and SWOC analysis has been converted into Institutional Strategic Goals.

Institutional Strategic Goals are grouped in the following manner:

#### **1. Internal Quality Assurance System**

- Constitution of IQAC as per NAAC regulations
- Framing of Quality Policy & publications regularly
- Formation of Research Cell and other Cells
- Training for Skill Development of all employees
- Periodic check & guidance for quality improvement
- Establishment of audit team and process
- Audit for remedial measures
- Promoting best practices
- Annual report preparation, submission , Discussion and Implementation

## **2. Teaching Learning Process**

- Academic Planning through well planned Academic Calendar
- Development of teaching plan based on CO & PO mapping
- Use of advance teaching aids and adaptation of ICT tools
- Development of e- learning resources
- Promotion of research activities
- Providing mentoring and personal support to students
- Implementing a transparent feedback system for all the Stake Holders
- Introducing a Transparent Internal Evaluation System
- Continuous assessment to measure outcomes
- Implementation of reward / felicitation system to the Faculties for their Achievement in Academic and Co-curricular activities
- Implementation of best practices

## **3. Leadership and Participative Management**

- Decentralization of academic, administration and student related activities & responsibilities
- Portfolio Assignments
- Establishment of functional committees
- Election of Members to Different Statutory Bodies in a Democratic Process

## **4. Good Governance**

- Vision, Mission and their articulation in every key position
- Periodical evaluation of Institute's performance and planning there after
- Setting, review and planning of Institutional goal on Annual basis
- Monitoring the Quality Management Systems
- Smooth Working of institutional committees
- Implementation of e- governance in all segments
- Leadership development through decentralization
- Ensuring internal audit
- Code of conduct , policy formulation, approval and implementation
- Implementing a transparent performance appraisal system for all

## **5. Student's Centric Activities:**

- Budget allocation for student development programmes and activities
- Extending Students' Career Guidance, Counseling, Skill Development Training & Placement Activities
- Student's representation in various committees and cells
- Ensuring Students Participation in competitions at College, University, State, National & International Level
- Rewards & recognitions of achievers
- Participation in extracurricular activities
- Participating in social Extension activities through NSS, NCC and other Cells
- Providing opportunities for Academic Development through presentations in Seminars, group discussions and Workshops
- Extending Financial Assistance to poor and needy students through Freeships, Scholarships distribution of free uniforms and medical exigencies.
- On line Grievance Re-addressal System

## **6. Staff Development & Welfare**

- Annual Staff Performance Appraisal Review System
- Skill Development Training for quality improvement
- Best possible working environment & infrastructure facilities
- Code of conduct, service rules & leave rules
- Staff welfare policy implementation with Career advancement schemes
- Rewards, recognitions and incentives for quality improvement
- Permitting to attend seminars, conferences and workshops etc as On-duty.
- Support for research, consultancy, and innovations.

## **7. Financial Management**

- Framing & implementation of Purchase and Financial policies
- Department wise Budget planning and allocation
- Forecasting income & expenditure
- Effective functioning of purchase committee
- Budget formulation & approval through Finance Committee
- MoUs with industries for industrial Visits for Experiential Learning
- Support for internships, visits, trainings, guest lectures
- Providing opportunities for Industry based/sponsored projects

## **8. Entrepreneurship**

- Establishment of Entrepreneurship Development Cell
- Effective functioning of entrepreneurship development Cell
- MoUs with organizations for entrepreneurship development Providing training and guidance for entrepreneurship development
- Bringing more experts of the field for seminars, lectures, workshops for entrepreneurship development
- Establishing incubation centers
- Promoting, sponsoring and facilitating entrepreneurship development

## **9. Research and Innovation**

- Dedicated R &D Cell for facilitating Research Activities and Publications
- Establishment and development of Laboratories with more research facility
- Fund Generation through Project proposals
- Apply for Government/ Non-Government industry, sponsored funds
- Collaborations with Government & Private Institutes, Universities and Research Organizations
- Applying for patent

## **10. Community Services and Outreach Activities Through NSS / NCC / Cells**

- Budget from Institutional resources/Faculty/students/other donors
- Identify community and social development work
- Identify challenges of society for development work
- Provide vocational training /job oriented training as per local needs at the institute
- Educational support to village people
- Conducting Awareness camps

## **11. Physical Infrastructure**

- Infrastructure building development & renovation
- Increasing more Numbers of Smart Class rooms, Tutorials, Seminar halls
- Modernization of Laboratory & Equipment
- Conversion of General Class rooms to ICT enabled classrooms
- Library Infrastructure up- gradation
- Functional facilities for e-learning
- Safety & Security Management
- Development of Indoor- Outdoor Sports Facilities
- Plantations of Medicinal Plants and Greenery
- Fitting of Solar Energy / Increase of Renewable Energy usages
- Construction of Rain Water Harvesting and Chemical Waste soak pits



## **Standard Operating Procedure (SOP)**

The institution follows a Standard Operating Procedure (SOP) prescribed the institutional Organogram for timely execution of activities , involving all the stake holders in levels of managerial hierarchy.

### 1. Feedback Collection

Statistical facts and figures regarding student admission, staff requirement, books available in library, examination procedure ect. are collected and it is placed in appropriate Cells / Committees for their feedback and there on suitable estimations and requirements are made into a list of development / improvement programs.

### 2. Analysis

Head of the institution analyze the present situation in respect of the needs of the institution, though Academic Committee and IQAC.

The Academic Committee as well as IQAC after a detail discussions, recommend their observations to the Governing Body of the Institution for discussion and approval.

### 3. Monitoring & Implementation

After the approval of the Governing Body, the HoI, return back the decisions to the respective committees / cells for effective implementation of the quality measures in a time bound manner.

### 4. Periodical Review & Evaluation

Success of any plan is determined by its evaluation and outcome. The respective committees periodically review the implementation part and takes necessary steps if required for successful outcome of the decision / project.

**PERSPECTIVE PLAN ( 2020-2023)**

<b>Parameters</b>	<b>Target Key Performance Indicator</b>	<b>1<sup>st</sup> Year 2020-21</b>	<b>2<sup>nd</sup> Year 2021-22</b>	<b>3<sup>rd</sup> year 2022-23</b>
ICT Enabled Classrooms	70 %	20 %	20%	30%
Admission Automation	100%	100%	NA	NA
ICT Adoption by Faculties	100%	50%	80%	100%
ICT adoption by Students	75%	30%	50%	75%
Pass percentage	100%	50%	70%	100%
Student Support and Progression	50%	20%	20%	10%
Alumni Registration and Management	100%	100%	NA	NA
Cashless Campus	100%	100%	NA	NA
Management Information System / Office Automation	100%	40%	60%	100%
Student Mentoring Support	100%	50%	75%	100%
Library Automation	100%	100%	NA	NA
Placement Support	100%	60%	80%	100%
Certificate Courses / Add-on Courses	45	12	15	18
Exam Automation	50%	20%	20%	10%
Research Publications / Book Chapter Publications	50 Nos	25	50	50
Inclusive support	100%	100%	100%	100%
Revenue Generation through Consultancy	10%	5%	5%	10%
Patent Certification	3	1	1	1
No. of Ph.D Holders	20	15	17	20
Research Guidance / Supervision by the Faculties	5	1	2	2

## **INSTITUTIONAL SWOC ANALYSIS**

### **Strengths :**

- Visionary and well Supported Management with Financial stability
- Positive social perception with diversity of students
- Adequate Infrastructure for Academic and Non-academic Activities
- Recognition by UGC under 2f and 12B and NAAC Accredited with ISO Certification
- Holistic Education
- Well Qualified Faculty Members
- Innovative teaching and learning process are effectively followed to ensures holisticeducation development of student
- Supportive Office Staff
- Cashless Payment System
- Free Wi-fi enabled Campus, ICT Enabled class rooms and Smart Classrooms
- Fully Automated Library with free e-resources for Faculties and students
- Book Bank facilities for Poor and needy students
- On line time bound Grievance Re-addressal System
- Ragging free Campus

### **Weakness :**

- In-appropriate Teacher-students ratio
- Low Faculty Research Profile and Patents
- Limited scope for updating the course curriculum
- Limited / Low Consultancy activities
- Less Numbers of Research publications with respect to Scopus & Web of Science and UGC-CARE Listed journals
- Large number of poor and needy students

### **Opportunities :**

- Recognition of faculties as research Supervisors
- Scope for high level inter-disciplinary research and Publications
- Tie-ups & academic exchanges with other institutes
- With significant increase in coaching programs for Competitive Exams, the institutions aims to create a greater number of placements for the students.
- Opening of New Subjects and Career / Job Oriented courses with more add-on courses
- Linkage with Industries for Internship and Placement
- To strengthen alumni associations for their involvement in developmental, academic, research and mentorship activities of the students.
- Development of more E-contents by faculty Members
- To achieve good ranking and score in NAAC Re-accreditation

### **Challenges:**

- Upgrading & updating programs in tune with global trends
- Competing with Autonomous institutions across India
- Greater Industry and Academia connect necessary to ensure curriculum and skills in line with requirements.
- To achieve higher position in the NIRF ranking
- To search for innovative career opportunities for students

### **Conclusion:**

This is an effort for paving a pathway towards achievement of desired goals of the institution. But, just formulating any strategic plan doesn't ensure success, as it provides a guiding framework which is a collective effort delivered by the process of dedicative participation of all of its stakeholders. The effective implementation of strategies through teamwork with good spirit leads to success and sustainability over a longer time through a well planned manner. It needs continuous evaluation to integrate the lessons learnt during the implementation and emphasizes the role of IQAC in ensuring the quality of implementation of Strategic Plan and Deployment Document.

  
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