# Strategic Planning
# And
# Deployment Document

## (2018-2023)

**SWAMI VIVEKANANDA INSTITUTE OF SCIENCE & TECHNOLOGY**

# *Message*

Swami Vivekananda Institute of Science and Technology, a non-profit making trust has been set up to promote technological and professional education of high standards. With the help of dedicated and experienced faculty members and state-of-the-art campus with modern teaching and research facilities, the institution offers innovative, career-oriented degree, post graduate and diploma programs matching the requirements of the industry and society at large.

The institute was established in 2008 and six batches of B.Tech have already passed out successfully and another batch is on the verge of outgoing. This is the right time that the institute should embark its journey of success in the coming years. The preparation of **'strategic planning& deployment document'** is the first step towards this direction. The enthusiastic faculty members under the leadership of Principal, HOD's brought out the best possible detailed strategies and its deployment plan. I am confident that this team will implement the strategic plan in its total spirit.


I congratulate the Principal, HODs, Faculty members, staffs and students and extend my best wishes for their future journey towards placing the institute to a new height.


Managing Trustee

# *Preface*

For an organization, strategic planning is very 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 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 it addresses the vision, mission which the institute dreams along with core values, institutional long term & short term goals. These are defined and guided by the stake holders (management, leadership, HODs, 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 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 all stakeholders to help contribute their part which is vital for the success of every organization. Effort has been 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 for SVIST to achieve its goal to become an institution of Academic Excellence and providing professional by skilled young Engineers and Managers to the society.

# *Vision*

To emerge as a Centre of Academic Excellence in creating and disseminating knowledge and providing students a unique learning experience in Science, Technology in the light of Swamiji's vision and providing students an environment for all round development, nurture them for a successful career as well as to contribute to the betterment of the society.

# *Mission*

- To transform attitudes, values and priorities by changing mind set rejuvenating our learners and infuse positive energy to take the challenges of life.

- To empower learners by providing best technical education coupled with leadership and professional skills.

- To provide "Education for living and livelihood" as well as "Education for life", by focusing on the inculcation of human and moral values.

- Enable students for deep learning, rational thinking and flair for entrepreneurship through industry institute interaction.

## Core Values

- In light of Swamiji's vision, we believe in imparting Education and disseminating knowledge among youth, which is one of the best ways of nation building.

- Give due respect to all students and staff members

- Gender biasness is strictly prohibited.

- Enhance professionalism with good human values.

- Promote team spirit and healthy competition.

- Create healthy atmosphere for effective teaching–learning process.

- Promote creativity and innovation in all activities.

- Promote equality, integrity, patriotism and brotherhood.

- Promote communal harmony and religious tolerance.

- Value individual differences and dignity of labor.

- Sharing of experience, knowledge and skills.

# *SWOC Analysis*

**Strengths**

1. Good reputation for high quality teaching & laboratory based practical skills & knowledge development

2. Equal emphasis on co-curricular and value added programs on Emerging Technologies

3. Eco-friendly and amicable ambience for working

4. Beyond the syllabus curriculum to make the students ready for the present global scenario

5. Constant encouragement of faculty for pursuing Ph.D., research, advancement of qualification etc.

6. Constant mentoring, monitoring, and a strong feedback system of students

7. Training and Grooming of students to make them industry ready and enhancing their Employability skills by imparting technical training, Soft skill, GD & Aptitude classes etc.

8. Focus on building entrepreneurship development Cell

9. Good faculty retention due to peaceful work environment

1. Various activity clubs viz. Tech club, Cultural club, Sports club etc., for Innovation & all round development and extracurricular activities

1. Academic achievements of student in University examination and other platforms

2. Achievements in placement by students in various reputed organizations and reputed companies

3. NPTEL Local Chapter to offer students moocs program

4. Strong Alumni base that helps for the job generation and referral drive of junior students. They also appraise the college about any known students still jobless, who are given opportunity for new jobs through job fair

**Weaknesses**

1. There is scarcity of well qualified i.e. Ph.D. and senior professors mainly in core engineering fields. However, there is continuous effort made by the management to recruit senior level faculty members from reputed institutions.

2. There is a dearth of faculty members with Ph.D. qualification even after continuous search and advertisement

3. Shortage of ample opportunity for Research Activities due to funding problem by Govt., Non Govt. & External agencies

4. Space limitation for further expansion of facilities

5. International and National Collaboration activities to be done

6. Patent registration need to be done

7. Since course curriculum is as per MAKAUT, so there is no flexibility in academic curriculum

8. Domicile Issue in the admission process

**Opportunities**

1. Collaboration with International and National Institutes of repute and other recognitions

2. Faculty – student exchange program with reputed National & Foreign Universities

3. Focus on Research activities & collaboration with institutes and industries

4. Involving more faculty members in research oriented programs

5. External funding for research, project and innovative programs

6. Preparing students in Soft Skill, Aptitude, GD, GATE, MAT etc examinations

7. Enrollment of Students in Internship programs in different renowned corporate houses & industries

8. Developing Skill centre for vocational / Advanced Skill / Research Centre / Incubation centre etc. Keeping this motive in mind SVIST and SVGI have training wings to cater to neighborhood students through schemes like PMKVY – T1, PMKVY- 2, PBSSD, CSS – VHSE schemes under NSQF and 9 ITI Colleges in PPP Model.

**Challenges**

1. Students come with various vernacular and ethnic backgrounds and training these Bengali and Hindi speaking students in English language and developing their communication skills is really a challenging job.

2. Major Gap in course curriculum with respect to Industry standards and our inability to modify it as per present market scenario due to guidelines by affiliating university.

3. Keeping pace with continuous modification of technological advancement

4. To motivate faculty for New Product Development/Research/ R&D/ Innovation etc.

5. To attract eminent Professors, Ph.D. Holders and Researchers in Campus to share their knowledge and experience with students

6. Present lack of interest among students for engineering education

7. Stiff competition towards bringing core companies to campus for bulk hiring

# *Strategic Goals*

The passionate team of SVIST after several discussion and planning and guided by the Mission and Vision of the Institutes Quality Policy, Core Values, Stake holder's expectations and SWOC analysis framed the Institutions strategic Goals.

**Institution Strategic Goals:**

1. Following effective teaching learning process

2. Developing and following leadership and participative management

3. Establishing a continuous Internal Quality Assurance System

4. Ensuring good governance

5. Ensuring student's development and participation

6. Ensuring staff development & welfare

7. Developing financial management

8. Put emphasize on Institute – Industry interaction and partnership

9. Development of entrepreneurship

10. Encouraging research and development work

11. Increasing internal revenue generation

12. Increasing Alumni Interaction and participation and Outreach activities

13. Engagement in Community Services and Activities

14. Developing physical infrastructure

15. Getting memberships of professional bodies, Local chapters, student's chapter etc.

# *Strategic Planning (2018-2023)*

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| **Teaching learning process** | • Academic planning and preparation of Academic Calendar<br>• Development of teaching plan as per OBE<br>• Preparation of Lesson Plan based on CO & PO mapping<br>• Use of more teaching aids and adopt more ICT<br>• Development of e- learning resources<br>• Promote research culture & facilities<br>• Provide mentoring and personal support<br>• Follow a transparent and fair feedback system<br>• Conduct training based on need analysis<br>• Evaluation parameters and benchmarking<br>• Continuous assessment to measure outcomes<br>• Performance development through credit system<br>• Implementation of best practices |
| **Leadership and participative management** | • To follow reporting structure<br>• Decentralize the academic, administration and student related authorities & responsibilities<br>• Prescribe duties, responsibilities and accountability<br>• Portfolio assignments<br>• Establishment of functional committees |
| **Internal Quality Assurance System** | • Establishment of IQAC done<br>• Framing of Quality Policy & publishing regularly<br>• Formation of Quality Monitoring Committee & functioning<br>• Educating & Training of all employees<br>• Periodic check & guidance for quality improvement<br>• Establishment of audit team and process<br>• Audit for remedial measures<br>• Promoting best practices<br>• Annual report preparation & submission |

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| **Good governance** | • Vision, Mission development & their articulation in every key position<br>• Inclusion of industrialists & academicians in the GB<br>• Evaluation of Institute's performance and benchmarking<br>• Institutional strategic goals setting<br>• Institutional Strategic development plan<br>• Monitoring and Implementing the Quality Management Systems<br>• Following organization structure<br>• Smooth Working of statutory committees<br>• Establishing E governance<br>• Leadership development through decentralization<br>• Establishing internal audit committee<br>• Code of conduct and policy formulation, approval and implementation<br>• Establishing fair and transparent performance appraisal system |
| **Student's development and participation** | • Budget allocation for student development programmes and activities<br>• Students Trainings & Placement Activities<br>• Formation of student council<br>• Student's representation in various committee and cell<br>• Participation in competitions<br>• Organizing competitions<br>• Credit transfer & compensation<br>• Rewards & recognitions of achievers<br>• Participation in extracurricular activities<br>• Participating in social and welfare activities |
| **Staff development & welfare** | • Recruitment Policy formation & implementation<br>• Staff performance evaluation system<br>• Staff Training for quality improvement<br>• Best possible work facilities & infrastructure facilities<br>• Code of conduct, service rules & leave rules<br>• Staff welfare policy implementation<br>• Career advancement schemes<br>• Rewards, recognitions and incentives<br>• Deputation for seminars, conferences and workshops etc.<br>• Sponsorship/ Motivation for qualification improvement<br>• Support for research, consultancy, innovations |

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| **Financial management** | • Framing & implementation of Purchase and Financial policies<br>• Department wise Budget planning and allocation<br>• Forecasting income & expenditure<br>• Effective functioning of purchase committee<br>• Plans for Emergency Fund<br>• Budget formulation & approval through Finance Committee<br>• Periodic Audit |
| **Institute – Industry Interaction** | • Formation of industry institute interaction cell<br>• MoUs with industries<br>• Support for internships, visits, trainings, guest lectures<br>• Identifications of industry needs and advice on Curriculum for extra courses apart from curriculum.<br>• Providing opportunities for Industry based/sponsored projects<br>• Providing career guidance<br>• Strengthen training & placement<br>• Establishing innovation centres |
| **Entrepreneurship** | • Establishment of Entrepreneurship Development Cell<br>• Effective functioning of entrepreneurship development Cell<br>• MoUs with organizations for entrepreneurship development Providing training & guidance for entrepreneurship development<br>• Bringing more experts of the field for seminar, lecture, workshop for entrepreneurship development<br>• Establishing incubation centers<br>• Promoting ,sponsoring and facilitating entrepreneurship development |
| **Research and innovation** | • Dedicated R &D facilitation centre<br>• Establish and develop Laboratories with more research facility<br>• Fund generation through Project proposals<br>• Apply for Government/Non Government industry, sponsored funds<br>• Collaborations with Government & Private Institutes, Universities and Research Organizations<br>• Applying for patent |

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| **Internal revenue generation** | • Establishing infrastructure for revenue generation<br>• Identification and Strengthening of IRG activities<br>• Policy for Incentives for Revenue generation plans<br>• Successful implementation of Internal revenue generation plans<br>• Advertising & marketing |
| **Alumni Interaction** | • Formation of Alumni association, participation and registration<br>• Data base creation, Regular interactions with alumni and networking<br>• Recognition of successful alumni<br>• Leverage for guest lecturers/internships/placements/training/ entrepreneurship<br>• Exploring Contributions<br>• Brand ambassadors<br>• Sponsorships/scholarships/fund generation |
| **Community Services and Outreach Activities** | • Budget from institution resources/Faculty/students/other donors<br>• Identify community and social development work<br>• Identify challenges of society for development work<br>• Provide vocational training /job oriented training as per local needs at the institute<br>• Educational support to village people<br>• Conducting awareness camps |
| **Physical infrastructure** | • Infrastructure building development & modification<br>• Smart Class rooms, Tutorials, Seminar halls<br>• Modernization of Laboratory & equipment<br>• More ICT enabled classrooms<br>• Library infrastructure up gradation<br>• System up gradation<br>• Functional facilities for e-learning<br>• Safety & Security management<br>• Water facility<br>• Medical facility<br>• Developing sports (indoor/outdoor) facilities<br>• Plantations<br>• Rain water harvesting<br>• Renewable Energy usage<br>• Hygiene, zero plastic & green campus<br>• Recycling of water |

# Strategy Implementation and Monitoring

After approval of Strategic development plan the next step is its implementation. During implementation 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 Academic Council and other team member will be the custodian for strategic plan and its deployment.

**Implementation at Institute Level**

| Governance & Administration | Chairman & Members of GB, Administration Office |
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| Branding /Expansion | GB members, Local Management Committee, PRO |
| Students Admissions | Principal, HODs, Admission team, Students section |
| Statutory Compliance | Principal, HODs, Coordinators |
| Infrastructure (physical) | GB, Secretary Trustee Board, GM, Deputy Manager |
| Infrastructure (Academics) | Principal, HODs |
| Teaching- Learning | Principal, HODs, Faculty and Staff |
| Research& Development | Principal, HODs |
| Students Development | Principal, HODs |
| Departmental Activities | HODs and Faculty |
| Training &Placement | Principal, TPO & HODs |
| Quality Assurance | IQAC team |

**Measurable during Implementation**

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| **Effective teaching learning process** | ✓ No. of teaching aids<br>✓ Syllabus completion<br>✓ Mini projects, Major projects, Seminars<br>✓ No. of learning resources<br>✓ No. of student counseling/mentoring/training sessions conducted<br>✓ Result of examinations (Pass, First classes, Distinctions)<br>✓ Graduate attribute attainment levels<br>✓ Student feedback |
| **Leadership and participative management** | ✓ Reporting structure in place<br>✓ Decentralization in various domains - academic, administration, staff welfare, student development, infrastructure management – appointments<br>✓ code of conduct - duties, responsibilities and accountability<br>✓ Functional of statutory committees – no. of meetings/ semester, minutes of meetings,<br>✓ planning & implementation |
| **Internal Quality Assurance System** | ✓ Number of IQAS initiatives/ semester<br>✓ Audits Reports<br>✓ AQAR submission |

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| **Good governance** | ✓ GB selection (Inclusion of Academicians & Industrialist)<br>✓ No. of GB meetings<br>✓ Vision Mission , Dissemination & Review<br>✓ Organization structure in place<br>✓ Degree of decentralization<br>✓ Degree of E governance<br>✓ Resource mobilization<br>✓ Staff appraisal & career advancement scheme in place<br>✓ Service rules & benefits |
| **Student's development and participation** | ✓ Number of student participation<br>✓ Number of sports, technical, cultural events organized<br>✓ Regional, National & International competitions participated<br>✓ Regional, National & International recognitions received<br>   ✓ Sports infrastructure provided<br>   ✓ Funding for sports |
| **Staff development & welfare** | ✓ Number of Staff attending training programs<br>✓ Staff training programs organized<br>✓ Sponsorships for higher education<br>✓ Number of staff welfare programs<br>✓ Staff awards/ recognitions/ incentives |

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| **Financial management** | ✓ Annual Budget forecasting income & expenditure <br> ✓ Utilization / Allocation of funds <br> ✓ Internal & External Audit |
| **Institute – Industry Interaction** | ✓ No. of active MOUs <br> ✓ No. of Initiatives/activities through MOUs <br> ✓ No. of IAB meetings/ year <br> ✓ No. of Initiatives/contributions by IAB |
| **Students Development** | ✓ Number of career guidance trainings <br> ✓ Number of skill development programmes <br> ✓ Number of vocational trainings <br> ✓ Number of placement drives organized <br> ✓ Number of placement drives participated <br> ✓ Number of placements |
| **Entrepreneurship** | ✓ No. of entrepreneurship trainings organized/participated <br> ✓ No. of graduates becoming entrepreneurs <br> ✓ No. of incubation center |

| Internal revenue generation | ✓ Industry Sponsorships<br>✓ Funding raised through sponsored Projects<br>✓ Consultancy /Testing Services,<br>✓ Alumni Contribution<br>✓ Philanthropy- Donations |
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| Alumni Interaction | ✓ Alumni data base<br>✓ Number of interactions<br>✓ Support for internships/placements/ projects/ consultancy<br>✓ Contribution towards students development |
| Community Services and Extension Activities | ✓ Number of trainings/ awareness camps provided<br>✓ Number of social projects undertaken<br>✓ Number of Skill development programs for weaker sections<br>✓ Number of social welfare or outreach programmes done<br>✓ Number of people benefited in each program |
| Infrastructure - physical | ✓ Number of buildings, class rooms added<br>✓ Removal of obstacles<br>✓ New Laboratories added<br>✓ New equipment added<br>✓ Annual budget allocated & utilized<br>✓ Harvesting & Recycling of water<br>✓ Renewable energy source development<br>✓ Green initiatives |

| Infrastructure - Academic | ✓ Number. of Volumes & Titles in library |
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| | ✓ Number of National& International journals lectures etc) |
| | ✓ Digital Library |
| | ✓ Smart Classroom |
| | ✓ ICT enabled classrooms |

**Monitoring of strategic plan**

The implementation of strategic plan will be monitored time to time by Principal, Academic Council and other committees through periodic review. The section heads will prepare the detailed progress report and present it in the review 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 Academic Council and GB. With thorough analysis of outcomes and based on  IQAC report, the above will recommend the corrective actions, need of further processes and deployment of resources. All these reports will be forwarded for further discussions and implementation by the Board of Trustees.

# *Conclusion*

The SPDD is an effort for paving a pathway towards accomplishment of goals SVIST dreams to achieve. Just formulating the strategic plan doesn't ensure success, but it provides a guiding framework which is a collective effort 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 through a dynamic process. It needs continuous evolution to incorporate the lessons learnt during the implementation and emphasizes the role of IQAC in ensuring the quality of implementation.