Strategic Planning
And
Deployment Document

(2018-2023)

ADIWASI ARTS AND COMMERCE COLLEGE SANTRAMPUR

History of the Management

Twenty kilometres away from the Rajasthan border, and eighty from M.P. in the North East of Gujarat, is situated in the lap of the Aravalli hill ranges the small township of Santrampur. Surrounded by verdurous greenery and small rivulets like the Chibota and the Sukhi, this taluka of Panchmahals (Now Mahisagar) district was for years considered the heart of darkness. Tribalism and socio-economic backwardness were synonymous. Its remoteness can be judged from the fact that the nearest railway station from Santrampur is seventy kms away and the nearest metro cities of Baroda and Ahmedabad about 165 kms. With a population of 33,000, the main source of income for the people are agriculture and cattle breeding. The geographical situation of the place has its impact on the socio-economic condition: abject poverty and backwardness prevails in this region of Gujarat.

In this scenario twenty eight years back Gujarat Adiwasi Vikas Parishad, a branch of the Akhil Bharatiya Adiwasi Vikas Parishad, took up the task of kindling the light of education in this area. It started a large number of educational institutions, our college being one of them. The soul mission of the Parishad was upliftment of the Adiwasis with the help of education. With this vision in mind, it started schools and colleges in Sabarkantha, Baroda, Panchmahals and Dahod districts.

The President of the Vikas Parishad- a veteran politician, who was M.P. for seven consecutive times, Mr.Somjibhai Damor- laid the foundation of this college on 15th of June 1980. Considering education as a most potent tool for all-round development and growth he has played a pivotal role in spreading it all around India among the wretched and the downtrodden. He consulted the erstwhile Dean of Gujarat University and the main trustee of L. J. Commerce College, Ahmedabad, Mr. B. M. Pirzada, and handed him theresponsibility to develop the college as an excellent centre of education in this region.

Mr. B. M. Pirzada took up the challenge and in the history of twenty eight years more than 15,500 students have graduated from the Institution. Keeping the *mission statement of Higher Education for The Disadvantaged People of the Tribal Area* in mind he roped in all the possible resources. He recruited the best possible faculty which included teachers from different parts of India. The college

offers Bachelor of Arts and Bachelor of Commerce degrees. It offers seven major subjects which include literature and Social Sciences. To give our students an exposure to the world, the management started the commerce faculty, which is a rare feature in the rural colleges.

The institute was established in 1980 .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

From the Principal's Desk

Welcome to Adiwasi Arts & Commerce College, Santrampur (NAAC Accredited B). Adiwasi Arts and Commerce College, since its inception in 1980, has toiled hard to achieve the best place in the field of education. Now we can say that we have achieved somewhat success, still we have miles to go ahead. We are offering various subjects at undergraduate level (Main Subjects: English, Hindi, Gujarati, Sanskrit, History, Psychology, and Sociology in Arts faculty and Commerce). Besides we are offering various graduate, certificate and diploma courses through BAOU and IGNOU, DELL, SCOPE etc. Moreover, our Institution, with the economical aid of UGC conducts career advancement programs like service entry program and NET/SLET guidance program.

We provide sound atmosphere for teaching and learning both to the faculty and the students as well. We have rich library with books of all the subjects open for teachers and students.

The aim of the college has always been to consistently better for the welfare of the students and society. The faculty of the college excels in their respective subjects and with incessant dedication and untiring efforts continues to uphold values of education. I feel proud that the faculty of the college is committed towards the mission of the institution. The mission of the college as well as our management is to groom accountable, knowledgeable and versatile citizens.

Our college is a name to reckon with cultural activities, N.S.S & N.C.C., C.W.D.C. etc. We provide ample opportunities to the students to bring out their potentials through seminars, debate etc. We also provide study material to the students in almost all the subjects so that they could prepare for examination very smoothly.

I feel proud to be the head of such lively and noble institution and anticipate even better performance by staff and students in curricular, extra-curricular and co-curricular activities. Thanks to all who contribute to the development of the college.

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 ofcurrent 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 toachieve 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 SPDD to achieve its goal to become an institution of Academic Excellence to the society.

Vision

1. To nurture and Develop the Social, Educational, Literal, Cultural and Economic identity of the tribal and other disadvantaged people of the Eastern Gujarat.
2. To undertake the educational, Cultural and Extra-Curricular activities in order to enable the students to achieve all-round development.
3. To undertake such meaningful research which promotes scientific temperament of the people of the region and keep pace with the changing global situations as well as the requirements of the local conditions
4. Creation of a just, Progressive and healthy society through Value education.

Mission

1. To organize various literary and cultural activities for students in order to enable them to achieve better understanding of life, and personality development.
2. To create a suitable atmosphere for education and research.
3. To take steps so as to enable the students to assert, and express themselves in creative manner.
4. To organize various programmes which help the students to recognize and realize their potentialities for the creation of a modern society and become participants and contributors in nation's progress.
5. To train the students in sports and games and to provide them with various facilities for physical training to excel in this field.
6. To inculcate a sense of patriotism, brotherhood and peaceful co-existence with every member of the society.
7. To prepare the students to face the challenges of modern times and to provide them with opportunities to work in the field of their choice after education.
8. In various meeting of Students' Union, Parents' Association, Alumni Association and MOUs with various NGOs, the above mentioned aims and goals are highlighted and the suggestions of the members are taken into consideration.

Core Values

- ➢ **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–learningprocess.**

- ➢ **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

Strengts

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. 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 Arts 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 andadvertisement

3. Shortage of ample opportunity for Research Activities due to funding problem by Govt., NonGovt. & 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. 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 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. Enrollment of Students in Internship programs in different renowned corporate houses &industries

Challenges

1. Students come with various vernacular and ethnic backgrounds and training these Bengali andHindi 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 modifyit 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 theirknowledge 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 ACCC 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. Development of entrepreneurship

9. Encouraging research and development work

10. Increasing Alumni Interaction and participation and Outreach activities

11. Engagement in Community Services and Activities

12. Developing physical infrastructure

13. Getting memberships of professional bodies, Local chapters, student'schapter etc.

Strategic Planning (2018-2023)

Teaching learningprocess	- Academic planning and preparation of AcademicCalendar - Development of teaching plan as per OBE - Development of e- learning resources - Promote research culture & facilities - Provide mentoring and personal support - Follow a transparent and fair feedback system - Conduct training based on need analysis - Evaluation parameters and benchmarking - Continuous assessment to measure outcomes - Performance development through credit system - Implementation of best practices
Leadership and participative management	- To follow reporting structure - Decentralize the academic, administration andstudent related authorities & responsibilities - Prescribe duties, responsibilities and accountability - Portfolio assignments - Establishment of functional committees
Internal Quality Assurance System	- Establishment of IQAC done - Framing of Quality Policy & publishing regularly - Formation of Quality Monitoring Committee &functioning - Educating & Training 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

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

Financial management	- Framing & implementation of Purchase and Financial policies - Department wise Budget planning and allocation - Forecasting income & expenditure - Effective functioning of purchase committee - Plans for Emergency Fund - Budget formulation & approval through Finance Committee - Periodic Audit
Institute – Industry Interaction	- MoUs with Institutes and NGOs - Support for internships, visits, trainings, guest lectures - Identifications of industry needs and advice on Curriculum for extra courses apart from curriculum. - Providing opportunities for Industry based/sponsored projects - Providing career guidance - Strengthen training & placement - Establishing innovation centers
Entrepreneurship	- Establishment of Entrepreneurship Development Cell - Effective functioning of entrepreneurship development Cell - MoUs with organizations for entrepreneurship development Providing training & guidance for entrepreneurship development - Bringing more experts of the field for seminar, lecture, workshop for entrepreneurship development - Establishing incubation centers - Promoting ,sponsoring and facilitatingentrepreneurship development

Research and innovation	- Fund generation through Project proposals - Apply for Government/Non-Government sponsored funds - Collaborations with Government & Private Institutes,Universities and Research Organizations
Alumni Interaction	- Formation of Alumni association, participation andregistration - Data base creation, Regular interactions with alumni and networking - Recognition of successful alumni - Leverage for guest lecturers/internships/placements/traini ng/ entrepreneurship - Exploring Contributions - Brand ambassadors - Sponsorships/scholarships/fund generation
Community Servicesand Outreach Activities	- Budget from institution resources/Faculty/students/other donors - Identify community and social development work - Identify challenges of society for development work - Provide vocational training /job oriented training asper local needs at the institute - Educational support to village people - Conducting awareness camps
Physical infrastructre	- Infrastructure building development & modification - Smart Class rooms, Tutorials, Seminar hall - More ICT enabled classrooms - Library infrastructure up gradation - System up gradation - Functional facilities for e-learning - Safety & Security management - Water facility

	• Medical facility • Developing sports (indoor/outdoor) facilities • Plantations • Rain water harvesting • Hygiene& green campus •

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 & Administratio n	Chairman & Members of GB, AdministrationOffice
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

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

Good governance	✓ GB selection (Inclusion of Academicians & Industrialist) ✓ No. of GB meetings ✓ Vision Mission , Dissemination & Review ✓ Organization structure in place ✓ Degree of decentralization ✓ Degree of E governance ✓ Resource mobilization ✓ Staff appraisal & career advancementscheme in place ✓ Service rules & benefits

Student's developmentand participation	✓ Number of student participation
	 ✓ Number of sports, technical, cultural eventsorganized
	 ✓ Regional, National & Internationalcompetitions participated
	 ✓ Regional, National & Internationalrecognitions received
	      ✓ Sports infrastructure provided
	      ✓ Funding for sports

Staff development &welfare	✓ Number of Staff attending training programs ✓ Staff training programs organized ✓ Sponsorships for higher education ✓ Number of staff welfare programs ✓ Staff awards/ recognitions/ incentives

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 throughMOUs ✓ No. of IAB meetings/ year
Students Development	✓ Number of career guidance trainings ✓ Number of skill developmentprogrammes ✓ Number of vocational trainings ✓ Number of placement drivesorganized ✓ Number of placement drivesparticipated ✓ Number of placements
Entrepreneurship	✓ No. of entrepreneurship trainings organized/participated ✓ No. of graduates becomingentrepreneurs ✓ No. of incubation center

Alumni Interaction	✓ Alumni data base
	✓ Number of interactions
	✓ Support for internships/placements/ projects/consultancy
	✓ Contribution towards students development
Community Services andExtension Activities	✓ Number of trainings/ awareness campsprovided
	✓ Number of social projects undertaken
	✓ Number of Skill development programs forweaker sections
	✓ Number of social welfare or outreach programmes done
	✓ Number of people benefited in each program
Infrastructure - physical	✓ Number of buildings, class rooms added
	✓ Removal of obstacles
	✓ New Laboratories added
	✓ New equipment added
	✓ Annual budget allocated & utilized
	✓ Harvesting & Recycling of water
	✓ Renewable energy source development
	✓ Green initiatives

Infrastructure	✓ Number. of Volumes & Titles in library
-Academic	✓ Number of National& International journalslectures 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 AACC is an effort for paving a pathway towards accomplishment of goals AACC 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.