

GOKHALE MEMORIAL GIRLS' COLLEGE



Strategic Planning and Deployment Document

Preface

For a higher education institution, strategic planning is very essential to accomplish its Vision and Mission to transform students into human resources within a short period of time and to make them worthy citizens of a progressive nation. Strategic planning is a continuous process with a specific focus on accomplishing institutional goals. Writing the Strategic Planning and Deployment Document (SPDD) is the first step towards this direction. It is based on analysis of strengths, past achievements, current obstacles and future opportunities. It envisages the direction towards which the organization should move to achieve its set goals and objectives.

The SPDD of Gokhale Memorial Girls' College draws on the involvement of all its stakeholders who contribute to its continued success as a premier institution catering to women's education. Effort has been taken to identify clearly the implementation processes and monitoring by identifying measurable targets in line with the desired outcomes.

Vision

To develop and empower women through education that fosters knowledge and skills, promotes values of equality, secularism and national integration, moulds character through discipline and rigour and creates an open mind capable of assimilating the best traditions of the East and the West.

Mission

The mission statements of Gokhale Memorial Girls' College aim at translating its vision into action plans through:

- Dissemination of knowledge leading to academic excellence and personal growth
- Stimulation of the academic environment of the Institution for promotion of quality in teaching-learning.
- Maintenance of a balance between education that promotes knowledge per se and training that imparts skills for employability.
- Broadening the base of women's education in keeping with the framework of a pluralistic society.
- Inculcation of egalitarian, secular and non-parochial values among students in addition to the core values of honesty, discipline, courage, compassion, self-respect as well as respect for others
- Promotion of all-round development of the students to face the emerging and futuristic challenges arising from complexities of the rapidly changing national and international scenario.

Swami Vivekananda in his letter to Singaravelu Mudaliar, dated 3rd March 1894 proposed that: **OBJECTIVES** To provide quality education To impart life skills and values To train in confidence building and decision making.

Quality Policy

“To channelize the efforts and measures to provide excellence in academics with continual improvement of staff and student for a better society”

“Education is the manifestation of perfection already in man. Religion is the manifestation of the Divinity already in man. Therefore, the only duty of the teacher in both cases is to remove all obstructions from the way.”

Gokhale Memorial Girls' College aims to inculcate the motto of Brihadaranyak Upanishad as stated by the great Advaita philosopher Maitreyi. It was her pertinent question on immortality towards her husband, Rishi Yajnavalka, on his decision to renounce worldly pleasures and take up sanyas (monk hood): — येनाहं नामृता स्यां किमहं तेन कुर्यां “What shall I do with that which does not give me immortality?” This is the accepted motto of this 83-year institution and with a firm belief that values are the integral part and parcel of the philosophy of our great nation and its educational system. Value-based education is an approach to teach universal values like patience, honesty and sincerity to the students. It creates a strong learning environment that enhances academic attainment, and helps students' graduate from simple social backgrounds to more elaborate surroundings throughout their lives. The fulcrum of value education is in the attainment of a balanced development of the personality of the female students who are the pillars of society. The institution was established in pre-independent India by Mrs. Sarala Ray, a great disciple of freedom fighter and educationist Gopal Krishna Gokhale with the ardent support of Dr. S.E. Rani Ghosh, the First Principal of the College, with a vision of educating and empowering women from every walk of life. Following the great vision of its founders, the institution strives to encourage self-expression, help young women to identify their latent talents and adapt with dignity to the fast-changing technology, lifestyle and social order in the country and contribute as compassionate individuals.

The essential core values include:

- ***Integrity***

Integrity is the exercise of being truthful and showing a reliable and uncompromising devotion to strong ethical principles and values. We practice a shared decision-making process and promote trust through professional courtesy and fair treatment. Imbibe values of the institution through dedication to one's work. Conduct all activities in an ethical manner. Commit to practices that are fair, honest, and objective in dealing with students, faculty members, staff, and stakeholders at all the levels of the community.

- ***Respect***

Respect is the essential foundation for working collaboratively. We recognize the expertise of teaching and non-teaching staff and respect their contribution towards the institution. We intend to extend support to our employees and student in all possible ways. Express gratitude to all the teachers and women staff of the college through Teacher's Day and Women's Day celebration every year. We value and respect the efforts of the staff as they contribute to the wellbeing of the society.

- ***Inclusiveness***

We create inclusive work environments where people are valued for their cultures, experiences, skills, knowledge and capabilities. We provide culturally inclusive and responsive services to all the stakeholders. We believe in diversity and promote respect to all belonging to different cultures, social background and gender be it the students or the staff, through various co-curricular activities and special observances like Rabindranath Tagore's Birthday, Independence Day, Netaji's Birthday, Republic Day, International Mother Language Day and Hindi Divas.

- ***Excellence***

Excellence is relentlessly pursued. The staff and students are constantly encouraged to strive to achieve their best. "Practice makes man perfect". Dedication and practice is one, which helps us to surpass the ordinary standards. Students are the primary reason we exist as an institution and thus the teachers take initiative to undertake modern teaching-learning

techniques like ICT, PPTs, and videos while also continuing to use the chalk and talk method for curriculum delivery. Internal tests, class tests, mock tests, doubt-clearing classes, group discussions student presentations and lecture demonstrations enhance the student's knowledge and learning capacities and preparedness for exams. Programs, services, systems, and policies are periodically evaluated and improved. Add-on courses offered by the institution lead to the acquisition of knowledge and skills necessary for career advancement and employability, personal enrichment and leadership. Three student clubs strive to help students showcase their literary, artistic talents and community initiatives. Extension activities help imbibe good values, fellow feeling and sense of collective responsibility. Special observances instil patriotism and national pride. College day further commends excellence and meritorious students who have excelled in academics are awarded.

- *Quality*

Maintenance of good and high standards in teaching & learning, student centric support, encouragement for overall development of students and staff can be interpreted as quality. The institution internalizes, empowers and evolves in response to the changing needs of the society. The institution exhibit quality in staffing, facilities, programs and services by anticipating the needs of students and responding accordingly. Foster a learning environment that promotes responsible, principled behaviour, which respects the dignity of all members of the community. Strive to ensure that curriculum, delivery, and support services respond to enquiries, requests, and concerns in an appropriate and timely manner. Faculty strives to strengthen the overall effectiveness of curriculum and instructional delivery. Regular feedbacks from different stakeholders such as students, guardians, teachers and alumni are obtained to improve and provide quality education and infrastructure. Feedback is also obtained from the non-teaching staff to gauge the infrastructural quality and work place environment and analysed to provide better conditions.

Objectives

- To provide quality education
- To impart life skills and values
- To train in confidence building and decision making
- To empower and enhance employability
- Holistic development

Quality Policy

“To channelize the efforts and measures for providing the right environment for study and excellence in academics, extra-curricular activities and continual improvement of staff and students for a better society”

Strategic Goals

The Strategic Goals of the institution are set in tune with the vision, mission and core values enunciated. They are grouped in the following manner –

1. Internal Quality Assurance System

- Reconstitution of IQAC as per NAAC regulations
- Framing of Quality Policy
- Formation of Academic Sub-committee for academic planning
- Professional development of staff
- Periodic check & guidance for quality improvement
- Establishment of audit team and process
- Academic and Administrative Audit (AAA) for remedial measures
- Promoting best practices
- Annual report preparation & submission

2. Teaching and Learning Process

- Academic planning and preparation of Academic Calendar
- Development of teaching and lesson plan based on CO & PO mapping
- Use of advance teaching aids and adopt enhanced ICT techniques
- Development of e- learning resources
- Provide mentoring and counselling support
- Follow a transparent and fair feedback system
- Conduct training based on need
- Evaluation parameters and benchmarking
- Continuous assessment to measure outcomes
- Implementation of best practices

3. Leadership and participative management

- Decentralize the academic, administration and student related authorities & responsibilities
- Prescribe duties, responsibilities and accountability
- Establishment of functional committees

4. Good Governance

- Vision, Mission and their articulation in every key position
- Academic and Administrative Calendar published
- Evaluation of Institute's performance and benchmarking
- Institutional strategic goals setting
- Institutional Strategic development plan
- Monitoring and Implementing the Quality Management System
- 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 and implementation
- Establishing fair and transparent performance appraisal system

5. Student's development and participation

- Budget allocation for student development programmes and activities
- Career Counselling and Placement Activities
- Participation in competitions
- Organizing events activities such as exhibitions, Teacher's Day, Fresher's Welcome, farewells, cultural performances etc.
- Rewards & recognitions of achievers
- Participation in extracurricular activities through student fora
- Participating in social and welfare activities
- Providing career guidance
- Financial Assistance to the needy and deserving students through College Fund and Fund created by teachers
- Helping students to avail stipends/scholarships provided by government and non-government organization

6. Staff development and welfare

- Requisition for staff recruitment in vacant sanctioned positions
- Recruitment Policy for contractual support staff
- Monetary aid as per need
- Staff feedback for better work conditions
- 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, recognition and incentives
- Deputation for seminars, conferences and workshops etc.
- Motivation for qualification improvement
- Support policy for research and consultancy
- Staff welfare as per the government provisions.

7. Financial management

- Framing & implementation of Purchase and Financial policies
- Budget planning and allocation
- Forecasting income & expenditure
- Effective utilization of funds
- Effective functioning of purchase committee
- Budget formulation & approval through the Finance Committee
- Support for internships, visits, trainings, special guest lectures, resource persons

8. Research and innovation

- Fund generation through Project proposals
- Apply for Government/Non-Government sponsored funds
- Collaborations with Government & Private Institutes, Universities and Research Organizations
- Developing research facility in laboratories

9. Community Services, Social Outreach and Awareness 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 as per local needs at the institute
- Conducting social awareness programmes, blood donation camps, gender sensitization and gerontology workshops and such others through College NSS Unit, college committees and student activity clubs.

10. Physical infrastructure

- Infrastructure building development & modification
- Smart Class rooms, Tutorials, Seminar halls
- Modernization of Laboratory & equipment
- More ICT enabled classrooms

- Library infrastructure up gradation
- System upgradation
- Functional facilities for e-learning
- Safety & Security management
- Safe Drinking Water facility and Medical facility
- Development and maintenance of (indoor/outdoor) sports
- Plantations and greenery
- Hygiene, zero plastic & green campus
- Renewable energy usage

Standard Operating Procedure (SOP)

Standard Operating Procedure (SOP) prescribes the institutional flow chart for execution of activities in a step by step process, involving all the levels of managerial hierarchy.

1. Discussion and Analysis

Head of the institution analyses the present situation in respect of the needs of the institution, through the IQAC and Academic Sub-Committee whose members are the Heads of Departments and the different statutory and non-statutory committees. The Time-Table Committee checks the availability and adequacy of classrooms and laboratory. The IQAC together with the Academic Sub-Committee checks the availability of books in the library, staff requirement and any other additional components like hostel, sports ground, co-curricular and extracurricular activities which enhances the quality of work life and develops life skill of students.

2. Survey

Statistical facts and figures regarding student admission, staff requirement, books available in library, examination procedure etc. are collected and suitable estimations and requirements are made into a list of development / improvement programs. Feedback obtained from stakeholders to prepare the Satisfaction Report for overall betterment.

3. Improvement

- Academic Calendar of each department is drawn up indicating the curriculum delivery plan and the time limit for completion and revision.
- Formative evaluation system followed for assessing students' progress and identifying students at different difficulty levels
- Mentorship undertaken for all students and timely schedules drawn up.
- Psychological counselling undertaken for improvement of students' mental and physical health.

4. Implementation

The Academic Sub-Committee meets periodically to take decisions to approve new activities proposed by departments and evaluates feasibility based on details provided by them. It also makes appraisal of ongoing activities and the activities scheduled to be conducted.

5. Evaluation

The IQAC meets frequently to evaluate the success of the major plans and policies undertaken since the degree to which the target set are being achieved at different stages of the plan must be assessed from time to time.

Holistic Plan Formulation

1. Ensure quality in curriculum delivery and academic support for student success. Increase access to quality learning by facilitation of the use of innovative and effective teaching methods – provision of ICT tool facilities to teachers.
2. Enhance student-centred processes - identifying needy students and providing Free Studentship and Fee Waivers; disseminating information about available National and State Scholarships; scheduling classes to meet student needs; easy access to study material through College Website; conducting Library Orientation Programmes for students to promote use of e-resources.

3. Organizational Efficiency - Assessment and improvement of all college operations, programs, and activities; make data informed decisions to maximize institutional efficiency, integration, and effectiveness; obtain feedback from student and teachers on the effectiveness of the curriculum design; introduction of formal mentorship to guide them in curriculum preparedness and future academic pursuits.
4. Increase professional development for the staff through Lectures and workshops.
5. Ensure effective and full use of financial, physical, and technological resources to support student-centric activities and utilize technology that best serves the needs of the institution.
6. Enhancing social outreach and community engagement activities.
7. Upholding the value system as per the vision and mission of the Founders of the institution with due attention accorded to environment-related issues.

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 Sub-committee are the custodian for strategic plan and its deployment.

Implementation at Institute Level

Governance & Administration	President & Members of GB and Administrative Office
Admissions	Principal, Admission Committee and HODs.
Statutory Compliance	Principal, HODs, Conveners
Infrastructure (physical)	GB, Secretary (Principal), Building committee and Purchase Committee
Infrastructure (Academics)	Principal, Librarian & Members of Library Committee and HODs
Teaching-Learning	Principal, HODs and Faculty
Research and Development	Principal, HODs, Research Cell

Student Development	Principal, HODs
Student Activities	Principal, HODs
Departmental Activities	Principal, HODs and Faculty
Training and Placement	Principal and Placement Committee
Quality Assurance	IQAC Team

SWOC Analysis

Strengths –

- Reputed & well-known management.
- College runs smoothly independent of interference from any quarter.
- Financial stability
- Admission strictly based on merit.
- Positive social perception with diversity of students
- Good participation of students in curricular and co-curricular activities
- Recognition by UGC under 2f and 12B
- The Curriculum is integrated with ICT to enhance employability
- Continued assistance to needy and deserving students
- Excellence in academic performance and academic achievements of students in University examination and other platforms
- Significant progression to higher academic studies
- Mentoring and counselling and a strong feedback system for students
- Faculty encouraged to pursue Ph.D., research, etc. and programs for career advancement.
- Holistic education - Equal emphasis on co-curricular and value added programs. Various students activity clubs viz. Literary Club, Cultural Club and Social Awareness Club for all round development and extracurricular activities
- Institution operates as the Swayam-NPTEL Local Chapter to offer students moocs program
- Alumni participation in various social activities, counselling and outreach. Alumni initiatives sought for job generation and referral drive of junior students through “Alumni Speak” sessions.

Weakness –

- Space limitation for further expansion of facilities
- Limited scope for updating the course curriculum
- Consultancy activities are limited.
- Research publications are few in number.
- Limited facility for post-doctoral research
- Collaborations few in number.
- Financial resources are limited. Income generating sources need to be identified.
- Student internship limited to vocational courses only.

Opportunities –

- Scope for inter-disciplinary teaching and research.
- Tie-ups & academic exchanges with reputed institutes
- With significant increase in awareness, career counselling programs and job fairs the institution aims to create a greater number of placements for the students
- To strengthen the College Alumni Association for their involvement in developmental, academic, research and mentorship activities of the students.
- Opportunity for development of E-content by faculty
- Distance learning to be pursued
- Focus on Research activities & collaboration with institutes and industries
- Involving more faculty members in research oriented programs
- Obtaining External funding for research, project and innovative programs
- Introducing more add-on programs to prepare students in Soft Skill, Aptitude, CAT, CLAT, GMAT, NET, SET etc. examinations
- Enrolment of Students in Internship programs in different corporate houses & industries
- More involvement in community services to fulfil institutional social responsibility

Challenges: -

- Taking care of the space problem.
- Upgrading & updating course curriculum programs in tune with global trends
- Taking added assignments on the prescribed curriculum

- Greater Industry and Academia connect necessary to ensure curriculum and skills in line with requirements
- To achieve good position in the NIRF ranking
- To search for innovative career opportunities for students
- To ensure increased student enrolment
- To ensure effective curriculum delivery in English for students coming from different vernacular backgrounds

Monitoring of Strategic Plan

The implementation of strategic plan shall be monitored time to time by Principal, IQAC, Academic Sub-Committee and other committees through periodic review. The conveners of committee shall prepare the report and present it in review meetings of the Academic Sub-Committee. The benchmarking of quality standards and its monitoring, evaluation of attainment will be carried out by the IQAC independently and internally. The IQAC will report the findings for each academic session with thorough analysis of outcomes to the Internal Audit Committee with two members from the GB. The Committee will recommend the corrective actions and the need of further processes and deployment of resources. For AAA, the findings shall be reported to the external auditors who will prepare the final report with recommendations on corrections and further action.

Conclusion

The SPDD is an effort for achieving the objectives envisaged by GMGC. The strategic plan just provides a guiding framework for a collective effort of the participating stakeholders. It is the actual implementation which ensures success and sustainability of the plan over a longer period of time. Proper implementation of strategies needs a diligent teamwork with good spirit. The system of implementation should evolve through time in a dynamic process incorporating the lessons learnt and this emphasizes the role of the IQAC in ensuring the quality of implementation and its degree of success.