

***St. Anthony's College***  
***Shillong, Meghalaya***

***Strategic Plan 2013-2028***

“The fundamental purpose of strategic planning in higher education is to provide an ongoing process of examination and evaluation of an institution’s strengths, weaknesses, goals, resource requirements and future prospects, and to set out a coherent plan to respond to the findings and build a stronger, more effective institution.... Strategic planning is designed to strengthen and enhance the performance and quality of an institution.” (Hayward, Ncayiyana, Johnson, 2003)

The quest to continue providing quality education to the youths of the region is constantly redefined by the nature of the prevalent environments, political, social, financial and technological. Any institution that seeks to be relevant to its times and efficient in translating its vision and mission into concrete realities needs to evolve accordingly. One of the many processes of such evolution is the formulation of a well-researched strategic plan. The Management of the college, under the leadership of the Principal, has formulated such a strategic plan at the beginning of the year 2013. The strategic plan covers a period of 15 (fifteen) years and included long term and short terms goals for the college to achieve.

The following are the highlights of the SAC Strategic Plan 2013-2028

***1. Vision and Mission***

The strategic plan of the college is built firmly on its Vision and Mission which are stated as follows:

**Vision**

*“Providing holistic and quality education within the reach of all”*

**Mission**

*“To mould intellectually competent morally upright, socially committed and spiritually inspired persons capable of building a more human social order within the context of the nation’s plurality of religions and diversity of cultures”.*

The vision and mission of the college form the guide and the measuring rod that keeps all its stakeholders on track and moving in the desired direction. They are key components in the framing of the strategic plan.

***2. Core Values***

The college proudly celebrates the fact that it is home to people from various religious, racial, linguistic and social backgrounds. Its stakeholders hail from different states and regions of the north-east and of the country as well. In spite of the differences – religious, cultural and linguistic – all the stakeholders are able to come together as a team to translate the vision and mission of the college into a reality.

Respect for one another in spite of disagreements, trust and reliance on each other for the completion of individual and collective responsibilities, relationships that are undergirded by friendliness and warmth, mutual regard for each other's expertise and knowledge, mutual encouragement and motivation in fulfillment of assigned tasks and objectives and most of all pursuing excellence in everything are core values that the college expects, encourage and inculcate in all its stakeholders and form the basis for all policies, projects and programmes of the college.

### **3. Organizational "Purpose"**

It is the expressed purpose of the college to ensure that students of the college are provided with the best and the latest in terms of education, leadership training, personality development, career preparation, the conduct of examination and discharge of administrative duties pertaining to their academic matters.

### **4. Goals and Objectives**

The world, as we speak, is fast evolving to take on a more technological and digital form in every sphere known today. The demand for appropriate skills and knowledge in job seekers and in existing personnel and the need to stay relevant and productive is all the more intense today than it was fifteen years ago. This calls for the evolution of the educational institutions so that they are able to provide the required leadership material and skilled workforce for existing job markets and for other relevant platforms and also for new openings in the future.

The present strategic plan has been formulated keeping these changes and demands in mind with the sole intent that the college is able to meet them adequately and appropriately in the next 10-15 years.

In the next fifteen years, the college intends to accomplish the following goals categorized under relevant heads:

#### ***Evolution from traditional college to autonomous college/university***

The college has now reached a stage where it could consider taking the step towards becoming autonomous, either as a college or a full-fledged university. This requires deliberate measures to be taken as against leaving it on autopilot and expecting for external policies and legislation to compel the institution to transition to the next level.

#### ***Objectives:***

- Fulfil all requirements – administrative, academic, infrastructural – so as to receive the necessary accreditation as a college
- Hold talks and negotiations with each category of stakeholders to get them on board with the decision to transit to autonomous status
- Ensure the required systems and mechanisms are in place to enable the college to function under the new status

***Expansion of Campus: Creation of Assets and infrastructures***

The excellent academic performance of the college and the success of its co-curricular programmes have resulted in a marked increase in enrollment and in the number of programmes and courses being introduced annually. This has necessitated the expansion of the campus and the creation of new assets and infrastructures.

**Objectives:**

- Acquire more land at reasonable rates, or if possible below market rates.
- Build infrastructure on the new campuses to be acquired.
- Build new infrastructure on existing land.
- Renovate existing infrastructure to create more space.

***Introduction of new programmes and departments and online courses***

To stay relevant to the changes taking place in the world, the college will introduce new programmes and departments, both at the undergraduate level and the post-graduate level. In tandem with the introduction of new programmes and departments, the college also intends to introduce online programmes and courses.

***Objectives:***

- Introduce three new PG programmes in Political Science, Education and Commerce
- Introduce an MBA programme in Social Change/Public Policy
- Introduce new under-graduate courses in:
  - Tourism
  - Recreational Science
  - Psychology
  - Engineering
  - Nursing
  - Environmental Science
  - Food Procession
  - Nutrition and Dietician
  - Leadership
- Introduce online full-fledged courses
- Introduce MOOCs to supplement classroom lectures

***Increase in research-related activities through platforms and support systems***

Staying abreast of the latest development in different fields of study and attaining a high level of expertise in them requires faculties and students to spend time in research work. The college will introduce relevant research journals that will serve as platforms for the publication and dissemination of research-based papers and also incentives and support systems that enable both faculties and students to engage in research activities at the campus.

***Objectives:***

- Strengthen and empower the existing Research Cell of the college
- Introduce two research journals for publication of research papers in the Humanities, Social Sciences, Management, Commerce, Science and Technology
- Introduce workshops and seminars on research and publication
- Introduce incentives for publishing research papers
- Introduce award systems for publications

***Empowering and equipping of faculties and staffs through programmes***

Introduce professional development programmes to further empower and equip both the faculties and staff with the view to enhancing their efficiency and effectiveness.

***Objectives:***

- Organise orientation programmes under relevant themes at least once a year or twice a year if opportunity presents.
- Organise workshops on specific areas relevant to teachers and non-teaching staffs
- Provide incentives for performing faculties and staffs

***Addressing students' academic performance through mechanisms***

Introduce systems and mechanisms to monitor students' attendance, performance in class and their participation in co-curricular activities.

***Objectives:***

- Introduce a mentoring system
- Streamline monitoring of students' attendance and performance in exams
- Hold parent-teacher meets at least once a year
- Introduce new facilities to enhance the classroom experience
- Offer cash rewards for student research papers

***Strengthening the network and participation of alumni***

Alumni of the college can play important roles in the growth and development of the college. The college will introduce means to enhance the network and the participation of alumni in the academic affairs of the college.

***Objectives:***

- Introduce better mechanisms to network with alumni
- Create opportunities and platforms for alumni to participate and contribute to college projects
- Organise workshops and seminars for alumni on relevant themes

5. *Strengths, Weaknesses, Opportunities and Challenges (Bare pointers)*

**Strengths:**

- Clearly stated mission and vision statements. Action plans for deploying and implementing the curriculum in the institution are comprehensive and effective. They include both short term as well as long term measures. The institution is proactive in enhancing and improving the skills of its faculty by appropriate training and adoption of newer technologies. Usage of a variety of methods for enhancing the learning environment, Faculty members are also members of the different Boards of undergraduate studies which develop the curriculum. Availability of other courses [certificate, diploma, global certification, etc.] gives the students more academic flexibility. Transparency in the admission process. Criteria for admission to various programmes are very clearly defined. A well-defined academic calendar, in the form of a *college handbook*, which is available to all students as well as staff. Usage of newer technologies in the classroom to enhance the learning process. Career and personal counselling offered through a dedicated staff. Performance of the college students in the university examinations is higher than the university percentage.
- The College possesses a very good infrastructure as well as human resource, to carry out high-quality research in Humanities, Social Sciences, Management, Basic and Life Sciences. A substantial number of extension activities through various department, associations and clubs within the institution. The infrastructure is compact and well-knit. This allows for easier access to centrally maintained facilities available in the College which are shared by different departments. Classrooms are equipped with ICTs for training and classroom lecturing purposes.
- Mosaic of cultures – The College has students representing over 95 tribes mainly from North East, the rest of the country and a number of foreign students from neighbouring countries add to a unique mix of cultures and ideas which add to cultural plurality and national integration.
- Politically independent students' body - the College Association - which has representation from every department and involves faculty members in an advisory role. The Alumni association is strong and active and provides feedback.

**Weakness:**

- Situated in a state where heavy industry is absent, the interactions are mostly concentrated with the service industry. At present, no twinning or dual degree, since the affiliating university does not have such a facility. Lateral mobility is not permissible under the present University framework.
- Strengthening of library resources in some departmental libraries as well as the central library. Campus placements of the college need to be addressed.
- Only a small number of the faculty is involved in active research and consultancy at the moment. Activities contributing to research still needs enhancement.

- Need for more space, which includes parking space and other additional infrastructure which are required.
- Few active members in the Alumni association. No mechanism in place to keep track of the alumni other than through the Alumni Association.
- Not enough literary publications by students.
- Inadequate campus placement of students after graduation.
- Inadequate documentation of activities.
- Inadequate funds for implementation of programmes and activities.

### *Opportunities:*

- The value education course developed by the college could become a model that can be introduced in other educational institutions.
- The private sector, in the form of service firms, is starting to enhance their presence in the market in the state and region. This is an opportunity for our students who have a better edge [through extra skills gained during their years in the college], to get a preferred placement.
- Special courses for hospitality and adventure tourism can be initiated to take advantage of the growing tourism industry.
- As more institutions of higher learning have been set up in the state [viz. IIM, NIT, NIFT, IIHM, etc.], more interactions between the students and staff of the college can be arranged with such institutions, to share knowledge and expertise in different areas of interest.
- Demand for the introduction of PG courses exists which the college could run in shifts for many students who have otherwise no chances of getting admission in the affiliating university.
- There is a possibility of networking and collaborating with other academic institutions in designing and teaching of the curriculum and on the possibility of sharing e-resources of the library.

### *Challenges:*

- Finding ways and means to motivate and train the faculty in various fundamental research methodologies and make them aware of the trends in research in different fields at the world stage.
- Arranging the curricula and academic routine to give adequate time and space to the faculty to carry out research and do proper justice to it.

- There are areas where the departments are yet to make optimal use of the facilities of the college for its stakeholders.
- Library infrastructure and technology requires immediate modernization.
- Increasing the membership of the alumni association requires new measures and approaches.
- Students are complacent about the need to complete the extra courses for enhancing their employability.
- Increasing the number of students employed through campus placement.
- Quality of sportsmanship and participation in sports events need to be enhanced further which is not as per expectation at present.
- Untimely release of funds from the Government.

### **6. Gap Analysis**

- Streamlining of procedures at all levels is required to ensure that policies and guidelines are implemented as desired.
- Clearly defining the job descriptions of office staffs in general and faculties, in particular, who are given additional duties/charge is crucial to ensuring that goals and objectives are being achieved in a measurable manner.

These two steps will remove deadlocks, redundancy and wastage of time and energy and allow the free flow of work in the right direction.

- Appropriate and rigorous mechanisms to monitor and evaluate the progress of the projects and programmes, the effectiveness and efficiency of staffs and faculties, and the impact of the projects and programmes need to be put in place and given teeth to ensure that all personnel involve toe the line and put in their efforts to achieve the individual and collective targets given to them.

### **7. Implementation Considerations**

- The college will begin the implementation of the strategic plan after it has received the required approval and sanction from relevant bodies such as the governing body of the college, the Don Bosco Society, the House Council in charge of the financial aspects of the college and relevant government agencies as well.
- The actual implementation will begin with creating teams under competent leadership. These teams will study the current status and conditions, prepare the

blueprints, work on the financial implications and arrive at an estimate for each of the projects that they are in charge of.

- The teams will present their findings and proposals to the Management which will then make its own study and decide on the feasibility of the proposals submitted to it.
- All the paperwork related to the implementation of the various projects will be prepared and submitted to the relevant government offices and agencies for approval and funding.

### **8. *Communicating the Plan***

The college will communicate the content of the Strategic Plan to all its stakeholders through its various meetings and interactions that it holds annually. These meetings are the Council of Heads of Departments meeting, the General Staff Meeting for faculties and non-teaching staffs, departmental meetings and so on.

The college has several committees, cells and units composed of faculties, staffs and students through which it can disseminate the plan.

The college will publish a newsletter which will be released twice a year to the stakeholders. This newsletter will become one of the many platforms through which the plan can be shared with stakeholders.

### **9. *Uncertainties and Risks Worst and best-case scenarios.***

#### ***Positive uncertainties:***

- Increased convenience of acquiring permissions and approvals for implementation of projects that fall within certain governmental agencies and departments.
- Introduction of governmental schemes and grants that will support any or all of the projects included in the plans.
- The offer of sale of land, materials for construction of building etc. below-market rates to enable the college to purchase more.
- Friction-free opportunity to transition to autonomous status with full support of stakeholders and governmental agencies.

#### ***Risks:***

- Move towards autonomy could backfire due to various apprehensions.
- Introduction of educational policies that may cause some of the components of the plan to change drastically.
- Some components or projects listed may turn out to be white elephants.
- A few of the projects could become too fund intensive that they impede the progress of other projects.
- Disturbance of status quo leading to resistance due to the nature of projects introduced and implemented.

**10. Integrated Functional Plans – Action Steps/Detailed Plans**

*(Refer to next page)*

**11. Monitoring And Evaluation**

All the execution, implementation, monitoring and evaluation of the different aspects and components of the Strategic Plan will be carried out by the Management through its various instruments and bodies.

This will involve a tree tier system composed of the College Council, the Management and the appointed committees and individuals.

These bodies will independently and collectively monitor, evaluate and provide feedback and recommendations throughout the plan period.

Proper rubrics/frameworks will be designed and utilized to measure in concrete terms and values the progress being made by the personnel/committees given charge of completing the works.

Clear and detailed timelines/work schedules will be shared with all stakeholders, especially with the committees and personnel to ensure that all the works take up during the plan period are being completed on time.

***End of Strategic Plan***

<i>Integrated Functional Plans – Action Steps/Detailed Plans (Point No.10)</i>				
Sl.no	Goals	Objectives	Action	Personnel in-charge
1.	<i>Evolution from traditional college to autonomous college/university</i>	Fulfil all requirements – administrative, academic, and infrastructural – so as to receive the necessary accreditation as a college.	Form teams and allocate the following tasks <ul style="list-style-type: none"> <li>• Conduct a study of existing administrative paperwork</li> <li>• Conduct a survey of existing labs</li> <li>• Conduct a survey of existing infrastructure</li> <li>• Compile library books details</li> <li>• Conduct study faculties’ academic profiles</li> <li>• Compile a report on students’ academic performance</li> <li>• Identify loopholes, flaws, discrepancies</li> <li>• Resolve issues</li> </ul>	Principal, Vice Principal, Rector, Economist, Provincial, IQAC Coordinator and Relevant Offices
		Hold talks and negotiations with each category of stakeholders to get them on board with the decision to transit to autonomous status.	<ul style="list-style-type: none"> <li>• Convene meetings with relevant committees</li> <li>• Create awareness amongst stakeholders</li> <li>• Hold interactions with stakeholders through meetings and talks across the table</li> <li>• Form committee to conduct a special study on the process</li> <li>• Visit and consult with other institutes that have undergone a similar transition</li> <li>• Hold talks with officials at the university and governmental levels</li> <li>• Organise workshops on the process</li> </ul>	Principal, Vice Principal, Rector, Economist, Provincial, IQAC Coordinator and Relevant Offices
		Ensure the required systems and mechanisms are in place to enable the college to function under the new status.	<ul style="list-style-type: none"> <li>• Work on a blueprint to reconfigure offices, departments and infrastructure to adapt to the new status</li> <li>• Appoint/assign personnel to handle relevant matters pertaining to the implementation of autonomy at the college</li> </ul>	

2.	<b><i>Expansion of Campus: Creation of Assets and infrastructures</i></b>	Acquire more land at reasonable rates, or if possible below market rates.	<ul style="list-style-type: none"> <li>• Conduct a survey of areas to determine best site to purchase land</li> <li>• Set up intermediaries to contact landowners and to negotiate on behalf of the college</li> <li>• Make a comparative study of offers when received</li> <li>• Generate funds through available avenues and means</li> <li>• Initiate purchase if terms and conditions are acceptable</li> </ul>	Provincial, Economist and College Council
		Build infrastructure on the new campuses to be acquired.	<ul style="list-style-type: none"> <li>• Work towards identifying how the new campuses are to be utilized</li> <li>• Conduct a study and survey to find out the type of facilities to be built</li> <li>• Contact architect and engineers to discuss the design of the new structures</li> </ul>	Provincial, Economist and College Council
		Build new infrastructure on existing land.	<ul style="list-style-type: none"> <li>• Identify the purpose for which infrastructure is to be built</li> <li>• Identify site for new infrastructure</li> <li>• Hold discussions with the architect and engineer to work on the design of the building</li> <li>• Apply for relevant required permission and approvals from government agencies</li> <li>• Prepare the ground for work</li> </ul>	Provincial, Economist and College Council
		Renovate existing infrastructure to create more space.	<ul style="list-style-type: none"> <li>• Conduct a study of existing halls, staff rooms, offices, labs</li> <li>• Determine which halls, rooms, labs etc requires renovation</li> <li>• Contact engineer and architect to design the blueprint for the new rooms etc.</li> </ul>	Provincial, Economist and College Council

3.	<b><i>Introduction of new programmes and departments and online courses</i></b>	Introduce three new PG programmes in Political Science, Education and Commerce.	<ul style="list-style-type: none"> <li>• Apply for permission from the University</li> <li>• Allocate required facilities (lecture halls, staff rooms, equipment)</li> <li>• Prepare for inspection</li> <li>• Advertise posts upon receiving permission to start programmes</li> <li>• Renovate halls, staff rooms as per requirement</li> <li>• Allocate funds for library books</li> <li>• Purchase books etc.</li> <li>• Conduct interview to recruit staffs</li> <li>• Advertise admissions</li> <li>• Prepare for inspection</li> </ul>	College Council, Council of Heads of Departments, Relevant Offices
		Introduce an MBA programme in Social Change/Public Policy	<ul style="list-style-type: none"> <li>• Conduct a study on the feasibility, scope, requirements for the start of the programme</li> </ul>	College Council, Council of Heads of Departments, Relevant Offices
		Introduce new under-graduate courses	<ul style="list-style-type: none"> <li>• Conduct a study on the feasibility, scope, requirements for the start of the programme</li> </ul>	College Council, Council of Heads of Departments, Relevant Offices
		Introduce online full-fledged courses	<ul style="list-style-type: none"> <li>• Conduct a study on the feasibility, scope, requirements for the start of the programme</li> </ul>	College Council, Council of Heads of Departments, Relevant Offices
		Introduce MOOCs to supplement classroom lectures	<ul style="list-style-type: none"> <li>• Conduct a study on the feasibility, scope, requirements for the start of the programme</li> </ul>	College Council, Council of Heads of Departments, Relevant Offices
4.	<b><i>Increase in research-related activities through</i></b>	Strengthen and empower the existing Research Cell of the	<ul style="list-style-type: none"> <li>• Streamline the function of the cell</li> <li>• Tap into experiences of faculties in the field</li> </ul>	Research Cell

<i>platforms and support systems</i>	college	<ul style="list-style-type: none"> <li>• Assign mentorship roles to those who have experience in research and research publications</li> <li>• Place young faculties under specific members of the cell to be guided in research publication work</li> <li>• Set targets for the cell to meet</li> <li>• Allocate a budget for secretarial and networking purposes</li> </ul>	
	Introduce two research journals for publication of research papers in the Humanities, Social Sciences, Management, Commerce, Science and Technology	<ul style="list-style-type: none"> <li>• Appoint faculties from Research Cell to be in charge of publications</li> <li>• Appoint faculties from Research Cell to be in charge peer-review work</li> <li>• Formulate guidelines for the submission of papers and for the selection of papers for publications</li> <li>• Create email accounts for submission of soft copies of papers</li> <li>• Invite eminent academicians in relevant fields to act as peer reviewers</li> </ul>	Research Cell
	Introduce workshops and seminars on research and publication	<ul style="list-style-type: none"> <li>• Invite experts in the field of publication to conduct workshops on research work, technical writing and submitting of papers to journals</li> <li>• Make this an annual event for faculties to attend</li> <li>• Send faculties to attend workshops and seminars on research and publication organized by other institutions</li> <li>• Allocate budget</li> </ul>	Research Cell

		Introduce incentives for publishing research papers	<ul style="list-style-type: none"> <li>• Set aside a budget for awarding cash prizes to faculties for publishing papers</li> <li>• Create different categories of awards</li> <li>• Invite faculties to submit as many papers as possible</li> </ul>	Research Cell
5.	<i>Empowering and equipping of faculties and staffs through programmes</i>	Organise orientation programmes under relevant themes at least once a year or twice a year if opportunity presents.	<ul style="list-style-type: none"> <li>• Make OP an annual event for faculties and staffs to attend</li> <li>• Organise separate events for faculties and staffs</li> </ul>	Principal, IQAC Coordinator
		Organise workshops on specific areas relevant to teachers and non-teaching staffs.	<ul style="list-style-type: none"> <li>• Organise events on carefully selected themes</li> <li>• Invite experienced animators, resource persons, teams to engage with the faculties and staffs</li> <li>• Allocate a budget for these events</li> </ul>	Principal, IQAC Coordinator
		Provide incentives for performing faculties and staffs.	<ul style="list-style-type: none"> <li>• Create a mechanism to monitor the performance of faculties and staffs</li> <li>• Institute special awards for deserving faculties and staffs</li> <li>• Select events in which to felicitate performing faculties and staffs</li> <li>• Make it an annual event</li> </ul>	Principal, IQAC Coordinator
6.	<i>Addressing students' academic performance through mechanisms</i>	Introduce a mentoring system	<ul style="list-style-type: none"> <li>• Issue instructions to all departments to study the mentoring process and methods at the college level</li> <li>• Direct departments to allocate students under respective faculties in the departments</li> <li>• Assign duties and roles to be played by the faculties as mentors</li> <li>• Monitor progress of the system</li> </ul>	Principal, IQAC Coordinator, Relevant Heads of UG Department

			<ul style="list-style-type: none"> <li>• Monitor performance of students</li> <li>• Provide training to faculties to equip them to discharge their duties as mentors</li> </ul>	
		Streamline monitoring of students' attendance and performance in exams	<ul style="list-style-type: none"> <li>• Instruct Heads of departments to submit details of chronic absentees</li> <li>• Instruct Heads to follow up students who take leave of absence</li> <li>• Instruct Heads to interact and counsel students who show signs of lagging behind</li> <li>• Instruct Heads to assign mentors to special cases required monitoring and counsel</li> <li>• Difficult cases to be handled by the Principal</li> <li>• Authorise departments to meet parents of underperforming students whenever necessary</li> <li>• Students' attendance and marks to be put up on display on departmental notice boards</li> </ul>	Principal, IQAC Coordinator, Relevant Heads of UG Department
		Hold parent-teacher meets at least once a year	<ul style="list-style-type: none"> <li>• Sanction annual parents-departments meet</li> <li>• Instruct departments to invite parents of students to the departments</li> <li>• Direct departments to prepare a presentation on department profile etc.</li> <li>• Direct departments to submit estimates for refreshments for parents</li> <li>• Direct departments to discuss the teaching-learning process with parents, evaluation process, the job opportunities, performances of students, co-curricular activities held by the departments</li> </ul>	Principal, IQAC Coordinator, Relevant Heads of UG Department

		Introduce new facilities to enhance the classroom experience	<ul style="list-style-type: none"> <li>• Install LCD projectors, interactive boards, computer systems in lecture halls</li> </ul>	
		Offer cash rewards for student research papers	<ul style="list-style-type: none"> <li>• Place students' research publication under Research Cell with special emphasis on mentorship</li> </ul>	
7.	<i>Strengthening the network and participation of alumni</i>	Introduce better mechanisms to network with alumni	<ul style="list-style-type: none"> <li>• Create Facebook, email and twitter accounts to connect with alumni</li> <li>• Request existing members in contact with the college to connect other alumni to the college through the above accounts</li> <li>• Introduce magazines to keep alumni in touch</li> </ul>	College Alumni Association
		Create opportunities and platforms for alumni to participate and contribute to college projects	<ul style="list-style-type: none"> <li>• Share information regarding new projects with alumni</li> <li>• Invite them to offer to contribute to specific aspects of the projects shared with them</li> <li>• Provide details of modes of donation through which they can contribute</li> </ul>	College Alumni Association
		Organise workshops and seminars for alumni on relevant themes	<ul style="list-style-type: none"> <li>• Invite alumni to suggest themes, topics for workshops and seminars</li> <li>• Coordinate with alumni on best dates for workshops and seminars</li> <li>• Invite speakers as per themes from reputed institutions</li> <li>• Allocate budget</li> </ul>	College Alumni Association