



National Centre for Rural Development's
Sterling College of Arts, Science & Commerce

(NAAC Accredited)

(Affiliated to University of Mumbai)

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Strategic Plan: 2015 – 2025

Background

National Centre for Rural Development (NCRD), Pune is a registered trust under the Society's Registration Act 1860 and Bombay Trust Act 1950, in the year 1991 with a mission to bring changes in rural area of Pune district through education. According, few schools were started in Ambegao Taluka of Pune district during the year 1994. Gradually, NCRD entered in the sector of higher education. And NCRD's Sterling College of Arts, Commerce & Science, Nerul, Navi Mumbai, was started in 2001 with one undergraduate program (UG) in the faculty of commerce, B. Com with one division of 120 intake. During the first year it started with 79 students in F. Y. B. Com and gradually the institute expended it's academic activities by adding new program, Bachelors in Management Studies (BMS) during the year 2008 with intake of 60 learners and another specialty program, B. Com (Accounting & Finance) was started during the academic year 2011 with intake of 60 seats. The institute is affiliated to the University Mumbai and accredited by the NAAC in August 2015.

Preface

Strategic planning is an integral part of an institution of higher education for its effective functioning in the changing environment. It is a continuous process with some specific objectives and goals of an institution to be achieved in future. Strategic plan is made based on analysis of existing environment and resources and future opportunities are estimated and the activities are proposed to which direction an institution should move.

The first part of the strategic plan consists of background of the institution, vision, mission with core values of the institution. These are defined based on the inputs received from the stakeholders (management representatives, program coordinators, teaching and non-teaching staff, representatives from the industry, members of alumni and parents) and through SWOC analysis. After analyzing the internal and external environment, institutional goals were decided based on the discussion with the internal stakeholders, faculty members.

Care has been taken while framing strategic plan, to involve all the stake holders and consider the possible inputs and suggestion. Also efforts are being made to implement and monitor the strategies by identifying measurable targets in line with the desired outcomes. The strategic plan will help the institution to move towards achieving the academic excellence by developing the graduates as valuable resource for the society.

VISION:

The institute envisions being a Centre of Excellence providing quality education for Commerce profession and career with a holistic concern for life, society, and the Environment.

MISSION:

1. Empowering students with requisite competencies to become successful in achieving life & career goals through learning by doing.
2. Developing social consciousness among students.
3. To carve niche for learners in the specialized field of commerce.
4. Quest for excellence in every aspect of educational process and human development.
5. Grooming youth to become a global citizen for the modern world & its challenges.

Core Values:

- In the light of vision, we believe in imparting Education and knowledge among learners for life.
- Enhance professionalism with good social and ethical values.
- Promote team spirit and healthy competition.
- Bringing creativity and innovation for effective teaching–learning process.
- Provide adequate infrastructural facilities

SWOC Analysis

Strengths:

1. Equal emphasis on co-curricular and value added programs on Emerging Technologies
2. Good infrastructure and amicable ambience for working

3. Participative management in institutional administration
4. Encouragement to faculty for Research, and advancement of qualification.
5. 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.
6. Good faculty retention due to peaceful work environment

Weaknesses:

1. Few teachers were not having qualification as per the university guidelines
2. Space limitation for further expansion of facilities
3. Low academic percentage of learners at entry level
4. Procedural delay in decision making due to multiple hierarchy
5. Low participation in co-curricular and extra-curricular activities by the learners

Opportunities:

1. Focus on Research activities & collaboration with institutes and industries
2. Preparing learners in Soft Skill, Aptitude test and enhancement for career opportunities
3. Ample scope for academic improvement of learners
4. Improvement in infrastructural facilities.
5. Increase in intake through additional PG programs and additional divisions for UG programs.

Challenges:

1. Keeping pace with continuous modification of technological advancement
2. Training in English language and developing their communication skills is a challenging job as the learners come with various vernacular and low academic percentage background.
3. Major Gap in course curriculum with respect to Industry needs and our inability to modify it as per present market scenario due to guidelines by affiliating university. (limited flexibility in modifying the syllabus due to affiliating system)
4. Less number of students interested for higher –education and research in the field of commerce & management.
5. Stiff competition towards bringing core companies to campus for placement

Strategic Goals

The team of strategists of the institution based on the discussion with stakeholders and keeping in mind the vision, mission statements, core values and SWOC analysis, framed institutional strategic goals, as under:

- a) Long Term Goals**
- b) Medium Term Goals**
- c) Short Term Goal**

a) **Long Term Goals:** Long term goals are for a period of 10 years and more numbers of years and they are:

- a. Redevelopment of existing old building to new building with modern and high tech facilities required for higher education
- b. Converting the institution from single faculty to multi-faculty institute by adding arts and science programs
- c. Introduction diploma courses based on skill development for employment and these courses will be run parallel to existing programs
- d. Converting the institute as research Centre in multi-disciplinary faculty

b) **Medium Term Goals:** Medium term goals are for a period of 5 years and more but less than 10 year time duration, they are as under:

- a. Introduction of certificate/ diploma courses based on skill development for employment and these courses will be run parallel to existing programs
- b. Increase in intake of UG programs by adding additional divisions
- c. Starting PG program in the faculty of commerce
- d. Creating linkages with other institutes

c) **Short Term Goals:** Short term goals are for a period of more than one year but less than 5 year period and they are as under:

- a. Establishing a continuous Internal Quality Assurance System.
- b. Ensuring good governance.
- c. Ensuring student's development and participation.
- d. Ensuring staff development & welfare.
- e. Increasing Alumni Interaction and participation and Outreach activities.
- f. Engagement in Community Services and Activities

Strategic Planning (2015-2025)

Teaching learning process	<ul style="list-style-type: none"> • Yearly Academic planning and preparation of Academic Calendar • Preparing of teaching plan • Adopting participative teaching methodology • Use of modern teaching aids , ICT based method • Use of e- learning resources • Promote research culture & facilities • Provide mentoring and personal support • Follow a transparent and fair feedback system
Leadership and participative management	<ul style="list-style-type: none"> • To allow representatives of learners to participate in decision making • To follow reporting structure • Prescribe duties, responsibilities and accountability • Establishment of functional committees of teachers
Internal Quality Assurance System	<ul style="list-style-type: none"> • Establishment of IQAC • Framing of Quality Policy & notify regularly • Monitoring and evaluating quality enhancement activities • Educating & Training of all employees • Promoting best practices • Annual report preparation & submission
Good governance	<ul style="list-style-type: none"> • Vision, Mission development & their articulation in every key position • Evaluation of Institute's performance and benchmarking • Institutional strategic goals setting • Institutional Strategic development plan • Following organization structure • Smooth Working of functional committees • Establishing E governance • Leadership development through decentralization • Code of conduct for staff & learners • Establishing fair and transparent performance appraisal System for staff. • Budget allocation for student development programs and activities

<p>Student's development and participation</p>	<ul style="list-style-type: none"> • Students Trainings & Placement Activities • Formation of student council • Student's representation in functional committees • Participation in intercollegiate competitions • Rewards & recognitions of achievers • Participation in extracurricular activities • Participating in social and welfare activities • Allowing to Plan and organize intercollegiate events
<p>Staff development & welfare</p>	<ul style="list-style-type: none"> • Staff performance appraisal system • Staff Training for quality improvement(FDP) • Best possible work facilities & infrastructure facilities • Code of conduct, service rules & leave rules • Staff welfare policy implementation • Career advancement facilities • Rewards, recognitions for achievements • Deputation for seminars, conferences and workshops etc. • Freedom for making experiments for improvement • Support for research & innovations
<p>Financial management</p>	<ul style="list-style-type: none"> • Framing & implementation of Purchase and Financial policies • Forecasting income & expenditure (budget) & approved by management • Periodic Audit (financial) • Fund raising (internal)
<p>Institute Industry Interaction</p>	<ul style="list-style-type: none"> • MOUs with training placement organizations • Support for internships, visits, trainings, guestlectures • Identifications of industry needs and arranging extra courses apart from curriculum. • Providing career guidance • Strengthen training & placement • Establishing innovation centers
<p>Research and innovation</p>	<ul style="list-style-type: none"> • Establishing research committee of staff • Guiding & training learners to participate in intercollegiate research competitions • Encouraging teachers for research work • Applying for patent
<p>Internal revenue generation</p>	<ul style="list-style-type: none"> • Introducing certificate/diploma courses • Conducting coaching sessions for entrance exams • Organizing training programs for staff other colleges/organizations

Alumni Interaction	<ul style="list-style-type: none"> • Formation of Alumni association, • Data base creation, Regular interactions with alumni and networking • Leverage for guest lecturers/internships/placements/training/ entrepreneurship • Exploring Contributions • Brand ambassadors • Sponsorships/scholarships/fund generation
Community Services and Outreach Activities	<ul style="list-style-type: none"> • Budget from institution students for community services • Identify community and social development work • Organizing classes for school children • Educational support to village people • Conducting awareness camps
Physical infrastructure	<ul style="list-style-type: none"> • Redevelopment of institute building • Smart Class rooms, Tutorials, Seminar halls • More ICT enabled classrooms • Library infrastructure up gradation • System up gradation • Functional facilities for e-learning • Safety & Security management • Water facility • Developing sports (indoor/outdoor) facilities • Plantations • Rain water harvesting • Renewable Energy usage • Hygiene, zero plastic & green campus • Recycling of water

Strategy Implementation and Monitoring

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

Implementation at Institute Level

Governance & Administration	College development committee (CDC) and administrative office
Branding /Expansion	College development committee
Students Admissions	Principal, course coordinators, Admission team,
Statutory Compliance	Principal, office superintendent
Infrastructure (physical)	Governing Body of trust
Infrastructure (Academics)	Chief administrative officer of trust, Principal & course coordinators
Teaching- Learning	Principal, course coordinators & Staff
Research& Development	Principal, research committee
Students Development	Principal, skills development committee, students' council
Departmental Activities	course coordinators and Faculty
Training &Placement	Principal, course coordinators
Quality Assurance	IQAC team

Measurable during Implementation

Effective teaching learning process	<ul style="list-style-type: none"> ✓ No. of teaching aids purchased & used ✓ Timely Syllabus completion ✓ Teaching methodology adopted ✓ No. of learning resources ✓ No. of student counseling/mentoring/training sessions conducted ✓ Result of examinations (Pass, First classes, Distinctions) ✓ Graduate attribute attainment levels ✓ Student feedback
Leadership and participative management	<ul style="list-style-type: none"> ✓ Reporting structure in place ✓ Level of Decentralization in various domains - academic, administration, ✓ Participation of staff and learners in decision making ✓ code of conduct - duties, responsibilities and accountability ✓ functional committees – no. of meetings/ semester, minutes of meetings,
Internal Quality Assurance System	<ul style="list-style-type: none"> ✓ Number of initiatives per semester IQAC ✓ Sessions of staff on evaluation of activities ✓ Audits Reports ✓ AQAR submission

Student's development and participation	<ul style="list-style-type: none"> ✓ Number of student participation ✓ Number of sports, technical, cultural events organized ✓ Regional, National & International competitions participated ✓ Regional, National & International recognitions received ✓ Infrastructure & funds for sports & cultural events
Staff development & welfare	<ul style="list-style-type: none"> ✓ Number of Staff attending training programs ✓ Staff training programs organized ✓ Incentives for higher education/career advancement ✓ Number of staff welfare programs ✓ Staff awards/ recognitions/ incentives
Financial management	<ul style="list-style-type: none"> ✓ Annual Budget, forecasting income & expenditure ✓ Utilization of funds ✓ Internal & External Audit
Institute – Industry Interaction	<ul style="list-style-type: none"> ✓ No. of active MOUs ✓ No. of Initiatives/activities through MOUs ✓ Number of training sessions conducted for learners by industry people ✓ Placement assistance extended
Internal revenue generation	<ul style="list-style-type: none"> ✓ Fund raised through number of certificate /diploma courses conducted ✓ Alumni Contribution ✓ Number of programs conducted for others
Alumni Interaction	<ul style="list-style-type: none"> ✓ Alumni data base ✓ Number of interactions/meetings ✓ Support for internships/placements/ projects/consultancy ✓ Contribution towards students development

Community Services and Extension Activities	<ul style="list-style-type: none"> ✓ Number of trainings/ awareness camps provided ✓ Number of social projects undertaken ✓ Number of Skill development programs for weaker sections ✓ Number of social welfare or outreach programs done ✓ Number of people benefited in each program
Infrastructure - physical	<ul style="list-style-type: none"> ✓ Removal of obstacles ✓ Up gradation of classrooms ✓ New equipment added ✓ Annual budget allocated & utilized ✓ Harvesting & Recycling of water ✓ Renewable energy source development ✓ Green initiatives
Infrastructure - Academic	<ul style="list-style-type: none"> ✓ Number. of Volumes & Titles in library added ✓ 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, course coordinators and members of IQAC through periodic review. The coordinators of functional committees 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 College Development Committee (CDC), with thorough analysis of outcomes and based on IQAC report, the above, CDC will recommend the corrective actions, if required for further processes and deployment of resources.

Conclusion

The strategic planning is an effort for paving a pathway towards accomplishment of goals and dreams NCRD's sterling college of Arts, Science & commerce. 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.


Principal

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