

Strategic Planning And Deployment Document (2017-2022)



**SARADA KRISHNA HOMOEOPATHIC MEDICAL COLLEGE
KULASEKHARAM
2017**

PREFACE

For, an organisation, 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 the competitive world. Strategic planning and deployment document (SPDD) is based on analysis of current obstacles and future opportunities and envisages the direction towards which the organization should move to achieve its set goals and objectives.

The first part of it addresses the vision, mission which the institute dreams along with core values, institutional long term and short term goals., are defined and guided by the stakeholders (Management, HoDs, Faculty, staff, students, Alumni and parents) through SWOC analysis. After analysing the internal and external environment, the institutional goals were set up in all possible growth domains through continuous thought process and discussion with HoDs and Faculty members. The strategies with action plans were decided to achieve institutional strategic goals.

While formulating the strategic plan and deployment document, care has been taken to involve all stakeholders to help contribute their part which is vital for the success of every organization. Effort has been taken to identify clearly the implementation processes and monitoring by identifying measurable targets in line with the desired outcomes. This will emerge to be the guiding force for SKHMC to achieve its goal to become an Institution of academic excellence and providing professional by skilled young homoeopaths to the society.

VISION

It is to provide value based, research oriented medical education in Homoeopathy aimed at moulding Homoeopaths capable of proficient and competent in patient care dedicated to the needy and the poor, and to propagate Homoeopathy, a safe, simple, scientific, economic and effective medicine for all.

MISSION

1. To establish an Institute of Excellence in education and research in Homoeopathy.
2. To set up a full fledged tertiary care hospital in Homoeopathy doing service to the needy and the down trodden section of the society.
3. To conduct community oriented health activities purported to propagate the salient features of Homoeopathy and to render its benefits to the people at large.
4. To mould skilled Personnel required in patient care, education and research in Homoeopathy
5. To set up a publication division for printing text books, publishing Journals/Periodicals and IEC material

CORE VALUES OF THE INSTITUTION

- Service
- Social Responsibility
- Cultural Integrity
- Innovations in Homoeopathic medical research
- Health care programmes for the benefits of the society
- Teamwork and enjoyment of working together
- Ensuring quality and Accountability in all aspects
- Commitment to the profession
- Excellence in Homoeopathic Education
- Upholding Professional ethics
- Personality Development

SWOC ANALYSIS

Institutional Strength

1. Location of the college is more inviting and eco-friendly.
2. Committed, qualified and experienced teaching faculty on imparting homoeopathic knowledge and skill.
3. Management implements various initiatives in the campus with foresight to enhance skills and techniques of the budding Homoeopaths and propagation of Homoeopathy to every nooks and corners.
4. Decentralised management for executing various task by constituting number of committees and representation to the faculty in the decision taking bodies.
5. Well-equipped laboratories, library, museums.
6. NABH accredited Collegiate Hospital and Lab.
7. High percentage of pass in university examinations both for UG and PG courses
8. ICT equipped class rooms, lecture halls and conference room.
9. Well-equipped 100 bedded collegiate hospital.
10. The Collegiate Hospital consists of 18 OPD Units.
11. Sophisticated skill lab with modern state of art technology.
12. It is the only college in Tamilnadu conducting PG courses (in 5 Specialities – Organon of Medicine, Repertory, Practice of Medicine, Materia Medica and Paediatrics) in Homoeopathy affiliated to the Tamilnadu Dr. M.G. R. Medical University, Chennai.
13. It is the only college in India, which enjoys permanent affiliation for five years from (2016-17 to 2020-21) by the CCH and Ministry of AYUSH, New Delhi.(Letter dated 15.11.2016, from Ministry of AYUSH, Vide no :F.No.R.17014/160/2013-EP (H))
14. Series of extension activities by NSS, YRC, RRC.
15. Other special outreach activities such as NCD, MCH, Palliative Care, Epidemic Control Cell, Health Education, School Health Programme, Tamilnadu Science Forum, Eco-club, Learning Disability unit, etc.
16. The college consists of 25 Peripheral Health Centres to provide primary health care to the people of remote areas and Periodic Feedback is collected from the stake holders to improve the quality of its service.
17. Infrastructural facilities for conducting research, CCRH sponsored STSH research grant for UG, M.D Scholarship for PGs and research grant for faculty by the affiliating university.

18. Usage of Open Source Software for Library Automation, Institutional Repository and E-gate Register
19. The ICMR recognised Institutional Ethical Committee (ECR/939/Inst/TN/2017)
20. Continuous Medical Education (CME) programme for faculty to update their knowledge.
21. Effective Teaching learning and Evaluation mechanism
22. Orientation to fresher's, training on soft skill development, basic computers skills, yoga and other certificate courses through NPTEL.
23. Coaching for competitive examinations, AIAPGET coaching and AYUSH- NET.
24. Turnout of Patients for treatment in Collegiate Hospital.

Institutional Weakness

1. Limited number of sponsored research project
2. Institutional Research publications in UGC recognised list of Journals.
3. Department wise publications have no ISBN/ISSN numbers.
4. Lack of Ph.D. Qualified Faculty in Homoeopathy in our institution.

Institutional Opportunity

1. Convert the institution into a centre of excellence for homoeopathic system of education at national level.
2. Research works in collaboration with other reputed institution and dissemination of research findings.
3. Strengthening of existing incubation cell provide opportunities for young researchers.
4. Organise more number of in service programmes (Continuous Medical Education - CME) for the Faculty.
5. Organise more number of extension activities in connection with Government programmes such as Swatch Bharath, Swasthya Rakshan, Anganwadi Health Education programme, etc.
6. Scope for obtaining copy right and patent for the intellectual output of the institution through IPR.
7. Tie-up with other agencies.

Institutional Challenges

1. Limited scope for grant from government and other recognised agencies.
2. Limited avenues for Research in Homoeopathy.
3. Creating proper awareness among the public on homeopathic system of medicine and sustaining the faith of the public in Homoeopathic Therapeutics.

4. Conducting university recognised certificate and diploma courses by adhering the norms of statutory authorities namely CCH.
5. The subscription rate for certain e-journals and databases are not easily affordable by the management.
6. Updating the Technologies at frequent intervals.
7. Meeting the financial requirements of the 25 peripheral health centres and series of extension activities.

STRATEGIC GOALS

The passionate team of SKHMC after several discussion and planning and guided by the Vision and Mission 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. Encouraging research and development work
9. Increasing internal revenue generation
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's chapter etc.

STRATEGIC PLANNING

<p>Teaching learning process</p>	<ul style="list-style-type: none"> • Academic planning and preparation of Academic Calendar • Development of teaching plan as per OBE • Preparation of Lesson Plan based on CO & PO mapping • Use of more teaching aids and adopt ICT in teaching • 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 and comprehensive assessment to measure outcomes • Implementation of best practices
<p>Leadership and participative management</p>	<ul style="list-style-type: none"> • To follow reporting structure • Decentralize the academic, administration and student related authorities & responsibilities • Prescribe duties, responsibilities and accountability • Portfolio assignments • Establishment of committees
<p>Internal Quality Assurance System</p>	<ul style="list-style-type: none"> • Strengthening of IQAC and its activities • Adherence of Quality Policy & publishing regularly • Formation of Quality Monitoring Committee • Educating & Training of employees • Periodic check & guidance for quality improvement • Establishment of audit team and process • Audit for remedial measures • Promotion and documentation of Best Practices • Annual report preparation & submission • Feedback analysis and Remedial measures

<p>Good governance</p>	<ul style="list-style-type: none"> • Vision, Mission development & their articulation in every key position • Inclusion of eminent academicians in the college council as advisory • Evaluation of Institute's performance and set up benchmarking • Institutional strategic goals setting • Institutional Strategic development plan • Monitoring and Implementing the Quality Management Systems • Adherence to the guidelines 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
<p>Student's development and participation</p>	<ul style="list-style-type: none"> • Budget allocation for student development programmes and activities • Students Trainings & Placement Activities • Formation of student council and nurturing leadership qualities • Student's representation in various committee and cell • Participation in competitions • Organizing competitions for further development • Rewards & recognitions for achievers • Participation in extracurricular activities • Participating in social and welfare activities • Involvement of student in community oriented programmes
<p>Staff development & welfare</p>	<ul style="list-style-type: none"> • Recruitment Policy formation & implementation • Staff performance evaluation system • Staff Training for quality improvement

	<ul style="list-style-type: none"> • Best possible work facilities & infrastructure facilities • Code of conduct, service rules & leave rules • Effective Staff welfare policy • Career advancement schemes • Rewards, recognitions and incentives • Deputation for seminars, conferences and workshop etc. • Sponsorship/ Motivation for qualification improvement • Support for research, consultancy, innovations
Financial management	<ul style="list-style-type: none"> • 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
Research and innovation	<ul style="list-style-type: none"> • Dedicated R &D facilitation Centre • Publication of articles in UGC, referral and indexed journals • Establish and develop Laboratories with more research facility • Fund generation through Project proposals • Apply for Government/Non Government agencies sponsored funds • Collaborations with Government & Private Institutes, Universities and Research Organizations • Applying for patent
Internal revenue generation	<ul style="list-style-type: none"> • Establishing infrastructure for revenue generation • Fund mobilization through bank and other government agencies • Identification and Strengthening of IRG activities

	<ul style="list-style-type: none"> • Policy for Incentives for Revenue generation plans • Successful implementation of Internal revenue generation plans • Advertising & marketing
Alumni Interaction	<ul style="list-style-type: none"> • Formation of Alumni association, participation and registration • Strengthening the alumni association activities for the welfare of the institution • Data base creation, Regular interactions with alumni and networking • Recognition of successful alumni • Leverage for guest lectures / internships/ placements/training • Exploring Contributions • Sponsorships/scholarships/fund generation
Community Services and Outreach Activities	<ul style="list-style-type: none"> • Reaching homoeopathy to the unreached through the community 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 as per local needs at the institute • Medical educational to rural based community • Conducting awareness camps, Health surveys.

Physical infrastructure	<ul style="list-style-type: none"> • Infrastructure building development & modification • Smart Class rooms, sophisticated seminar halls • Modernization of Laboratory & equipment • More ICT enabled classrooms • Library infrastructure up gradation • System up gradation • Functional facilities for e-learning • Safety & Security management • Hygienic drinking water facility • Conveyance facility for community outreach activities • Developing sports (indoor/outdoor) facilities • Herbal Garden • Rain water harvesting • Renewable Energy usage • Hygiene, & green campus, No waste management system • Recycling of water
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STRATEGY IMPLEMENTATION AND MONITORING

After approval of Strategic development plan the next step is its implementation. During implementation the progress of strategy shall be measured from time to time. Hence the measurable success indicators are clearly spelt out in the implementation document. The Principal along with Academic Council and other team member will be the custodian for strategic plan and its deployment.

Implementation at Institute Level

Governance & Administration	Chairman & Members of Management Committee, Administration Office
Branding /Expansion	Management Committee members, Public relation committee
Students Admissions	Principal, HODs, Admission Committee
Statutory Compliance	Management Committee, Principal, HODs, Coordinators
Infrastructure (physical)	Management Committee, Principal, Infrastructure committee
Infrastructure (Academics)	Principal, HODs

Teaching- Learning	Principal, HODs, Academic Co-coordinators, Faculty and Staff
Research& Development	Principal, HODs, Research facilitation Centre
Students Development	Principal, HODs, Academic Co-coordinators, Student's council, Student support progression, career guidance, and counselling committee
Departmental Activities	HODs and Faculty
Training & Placement	Principal, Placement cell, HODs & Students
Quality Assurance	IQAC

Measurable during Implementation

<p>Effective teaching learning process</p>	<ul style="list-style-type: none"> ✓ Release of academic calendar in appropriate time ✓ No. of teaching aids, ICT materials ✓ Completion of syllabus in time ✓ Mini projects, Major projects, Seminars ✓ No. of learning resources- (Print & E- resources) ✓ No. of student counseling/mentoring/training sessions conducted ✓ Result of examinations (Pass, First classes, Distinctions) ✓ Graduate attribute attainment levels ✓ Student feedback
<p>Leadership and participative management</p>	<ul style="list-style-type: none"> ✓ Reporting structure in place ✓ Decentralization in various domains - academic, administration, staff welfare, student development, infrastructure management – appointments ✓ code of conduct - duties, responsibilities and accountability ✓ Function of statutory committees – no. of meetings, minutes of meetings. ✓ Planning & implementation

Internal Quality Assurance Cell	<ul style="list-style-type: none"> ✓ Number of IQAC initiative ✓ Audit Reports ✓ AQAR Reports ✓ Documentation of best practices of the institution.
Good governance	<ul style="list-style-type: none"> ✓ Composition of College council ✓ No. of management committee meetings ✓ Vision Mission , Dissemination & Review ✓ Organization structure in place ✓ Degree of decentralization ✓ Degree of E governance ✓ Resource mobilization ✓ Staff appraisal & career advancement scheme in place ✓ Service rules & benefits
Student's development and participation	<ul style="list-style-type: none"> ✓ Number of student participation ✓ Existence of student's council ✓ Number of sports, cultural events organized ✓ Regional & National competitions participated ✓ Regional & National recognitions received ✓ Sports infrastructure provided ✓ Funding for sports
Staff development & welfare	<ul style="list-style-type: none"> ✓ Number of Staff attending training programs ✓ Staff training programs organized by the institution ✓ Sponsorships for higher education by the institution ✓ Number of staff welfare programs provided by the institution ✓ Staff awards/ recognitions/ incentives
Financial management	<ul style="list-style-type: none"> ✓ Annual Budget ✓ Utilization / Allocation of funds ✓ Internal & External Audit
Students Development	<ul style="list-style-type: none"> ✓ Number of career guidance trainings organized ✓ Number of skill development

	<p>programs organized</p> <ul style="list-style-type: none"> ✓ Number of placement drives organized ✓ Number of placement drives participated ✓ Number of placements made
Internal revenue generation	<ul style="list-style-type: none"> ✓ Funding raised through sponsored Projects ✓ Consultancy ✓ Alumni and PTA Contributions ✓ Philanthropy- Donations
Alumni Interaction	<ul style="list-style-type: none"> ✓ Alumni data base ✓ Number of interactions / meeting ✓ 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"> ✓ 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 -Academic	<ul style="list-style-type: none"> ✓ Number of books added in the in library ✓ Number of National& International journals lectures etc) ✓ Digital Library Initiatives

	✓ Smart Classrooms ICT enabled classrooms
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Monitorig of Strategic Plan

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

CONCLUSION

The SPDD is an effort for paving a pathway towards accomplishment of goals SKHMC dreams of Centre of excellence in Homoeopathy. 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.