

STRATEGIC PLAN 2018-23

Strategic Planning and Accountability Task Force



RGCMS STRATEGIC PLAN 2018-2023

Version 1.5 (10/10/2022)

RAJEEV GANDHI COLLEGE OF MANAGEMENT STUDIES
Plot no 1, Sector 8 Ghansoli, Navi Mumbai

Document Control

a. Document History

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b. Document Approvals

- i) The latest version is :- **Version 1.5 (10/10/2022)**
- ii) COMPILED by :- **IQAC**
- iii) APPROVED by :-
 - a) **CDC** in the its meeting held on Oct 3, 2022
 - b) **Governing Body** in its meeting held on Oct 10, 2022



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1. Introduction:

The Strategic Plan provides a comprehensive road map that will lead the college forward for the next five years—serving as a blueprint for our future, supporting the college mission, vision and values and ensuring the success of our students. Strategic Plan are typically done once in 5 years, by incorporating vision of the leadership as well as various inputs like state of the economy, technological advancements, industry requirements, learning and educational demands of learners, regulation from the authorities etc. Strength, weakness, opportunities and threats are considered every year and become input to updating or fine-tuning strategic plan. Director or Head of the Institute will submit Institution Annual Performance Report (IAPR) for the year, which will consist of significant achievements, development goals, Gaps and action to be taken and various other quality KPIs. This report also consists of how well Strategic Plan was implemented and how activities were aligned to the Strategic Plan.

This task force met multiple times during academic year 2017-18. It reviewed general state of economy, Industry requirements, need of the society and community, requirement of the students and parents, opportunities, potential threats and strengths and proposed 5 years forward looking strategic plan. It was also recommended update in Vision and Mission Statements.

2. Legends used in this document:

- **P = "Planning Phase"**
 - This phase corresponds to initiation of discussion related to objective with no or very little idea about execution
- **I = "Implement Phase"**
 - This phase corresponds to clear idea of how the implementation will be executed with some deliverable to be shown
- **M = "Monitor Phase"**
 - This phase corresponds to post-implementation phase with significant deliverables with continuous review, gaps identification, Enhancement / betterment.

3. SWOC Analysis (2017-2018):

3.1 Strength

- State-of-the-art Infrastructure as per AICTE requirements.

- Strategic Location – proximity to Thane-Belapur Industrial belt and Reliance Corporate Park
- Committed Governing body desirous to implement change as per prevailing situations with delegation of powers to make collaborative decisions
- CSR activities for social responsibilities

3.2 Weakness

- Support teaching and learning environment with high quality professional development
- Implement Outcome based Pedagogy and proven quality assurance processes
- Research and Development culture
- Continuous academic Performance review and monitoring
- mechanisms for effective student mentoring
- Use of tools and technology
- Document all the processes and policies to aid ease of conducting business
- Ensure employment / Entrepreneurship for all deserving
- Efforts need for student support and wholistic growth

3.3 Opportunities

- Access the need of the industry and create new short-term Programs for the broader audience
- Brand awareness of RGCMS
- Collaboration with foreign and domestic universities
- Collaboration to have a vibrant Alumni Community
- industry-academia collaboration

3.4 Challenges

- Absence of autonomy for curriculum improvement to suit the industry
- Private Institution- No central or state grant hence dependent on student fees for meeting the ever- increasing cost of running the institute and programmes without increasing the fees

4. Standard Operating Process

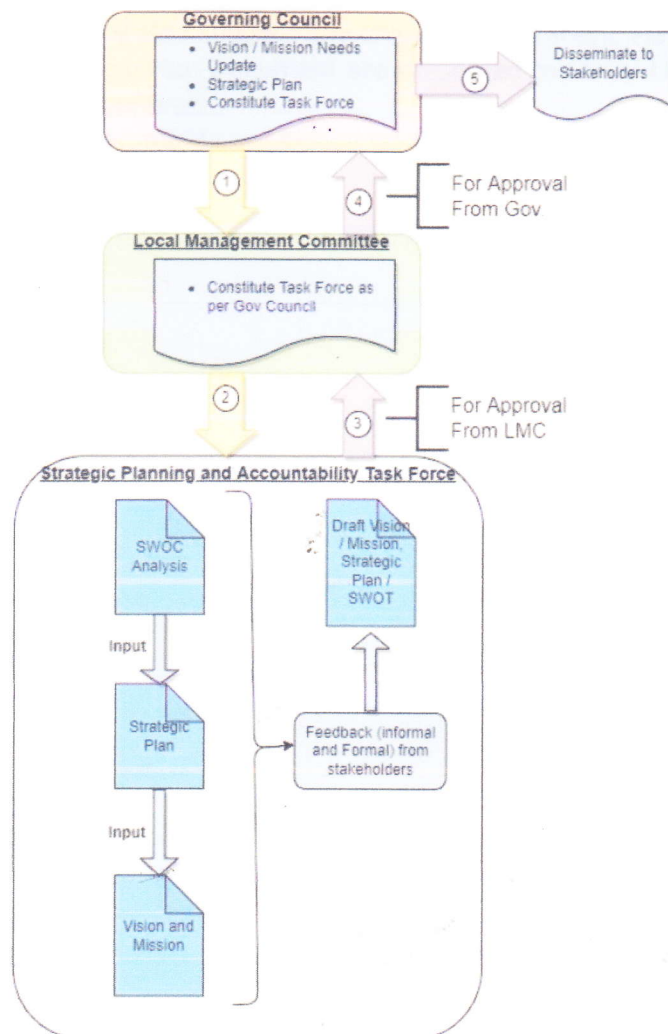
7.1 Updating of vision / Mission

1. Governing Council asked Local Management Committee to constitute a dedicated Task Force to look into Vision / Mission and creation of Strategic Plan based on general state of economy, Industry requirements, need of the society and

- community, requirement of the students and parents, opportunities, potential threats and strengths and proposed 5 years forward looking plan.
2. Local Management Committee Constituted Strategic Planning and Accountability Task Force consisting of relevant Stakeholders and Subject Matter Expert to look into instructions received from Governing Body
 3. Strategic Planning and Accountability Task Force can convene multiple times as required to draft these documents.
 4. Once Strategic Plan document is drafted by this Task Force, it is sent to Local Management Committee and Governing Council for approval.
 5. It is expected that all the committees will align their work based on the roadmap / strategic plan shared in this document. This work will be reviewed as part of Annual Committee report.

Following picture shows the process diagrammatically

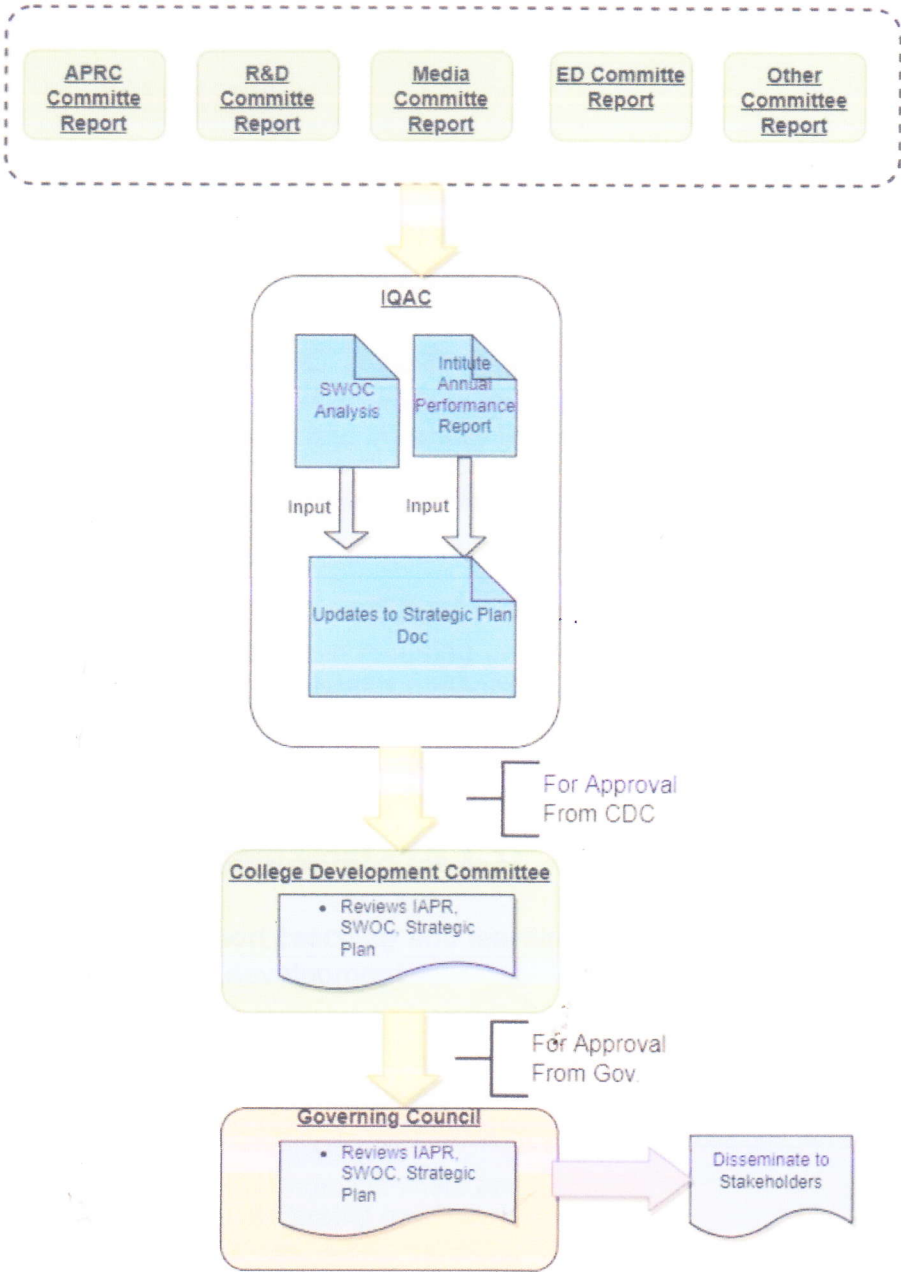
Vision/ Mission Strategic Planning and SWOT Analysis SOP



7.2 Updating of Strategic Plan Document (P/I/M)

1. Committees submit committee reports to IQAC in specific format which includes functioning of that committee / departments during the year, which includes significant achievements, KPIs, targets, development goals, gaps and action to be taken
2. SWOC analysis is conducted by IQAC based on this report and overall functioning of Institute
3. IQAC prepares Institution Annual Performance Report (IAPR) which consists of summary of the all the functioning of the committees and departments during the year, which includes significant achievements, KPIs, targets, development goals, gaps and action to be taken.
4. Based on the SWOC and IAPR, IQAC updates Strategic Plan Document with P,I, M in the objectives and may also suggest any changes to Strategic Plan
5. SWOC, IAPR and Strategic Plan Document are presented to CDC / LMC and Governing Council for approvals
6. Upon Approval, these documents are placed on G-Drive for easy dissemination

Strategic Planning and SWOC Analysis SOP



5. Vision

To be an institute that nurtures business professional to deliver social and economic impact

6. Mission

- M1: To provide a platform for academic delivery in coherence with defined teaching process
- M2: To encourage our faculty and students for Industry Academia Interaction
- M3: To expose and inculcate social ethical values in students

7. Strategic Plan (2018-23)

Strategic Plan consists of aspirations (Institutional Goals - IG) of the leadership team for the institute categorized in various Focus / Thrust areas or Themes (FA). In-order to achieve the Institutional Goals (IG), they are further subdivided in Objectives which can be tracked by their Planning, Implementation and Monitoring Phases year over year.

5.1 Focus Area - FA 1: Academic Excellence

RGCMS takes its pride in focusing on Academic Excellence. This can be achieved by outcome-based pedagogy monitored by effective quality control measures. Focus must be given on training and retaining quality staff who can help achieve this vision. An emphasis has to be given on Research and Development and designing and delivering industry relevant Curriculum.

5.1.1 Institutional Goal - IG 1.1:

- IG 1.1: Support teaching and learning environment with high quality professional development

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Create opportunities for faculty professional development, through Faculty Development Program, including participation in workshops, faculty exchange, seminars and retreats, as well as a leadership training program to facilitate career advancement.	P	P	I	M	M
2	Focus on hiring and retaining talent	P	I	M	M	M
3	Promote and encourage faculty to get higher education and industry relevant certification	P	I	I	M	M
4	Implement effective Faculty Performance Appraisal system to provide timely feedback to the faculty	P	I	M	M	M

5.1.2 Institutional Goal - IG 1.2:

- IG 1.2: Implement Outcome based Pedagogy and proven quality assurance processes.

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Application of the Blooms taxonomy in lesson plan creation	P	I	I	M	M
2	Awareness of course and program outcomes amongst students and faculty and mapping activities and course curriculum to outcome	p	I	M	M	M
3	Apply for NBA / NAAC accreditation to validate the quality of the Outcome based Pedagogy. This will also help promote and recognize excellence in technical education and continuous quality improvement.	P	I	I	I	I

5.1.3 Institutional Goal – IG 1.3:

- IG 1.3: Institute will promote Research and Development culture

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Create Research opportunities for faculty and students by encouraging and mandating students and faculty to publish research papers in reputed journals.	P	P	I	I	M
2	Formulate encouraging R&D policy inspire faculty and student's participation	P	P	I	I	M
3	Apply for University of Mumbai Research Centre	P	P	P	P	I

5.1.4 Institutional Goal – IG 1.4:

- IG 1.4: Institute will access the need of the industry and create new short-term Programs for the broader audience

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Identify Industry training needs for their professionals as well as potential hires from Management Institutes as continuing process, by forging MoUs with industries.	P	I	I	I	I
2	Collaborate (if needed) with Industries and / or other universities to design curriculum for Working Professionals as well as refresher courses.	P	P	P	P	P

5.1.5 Institutional Goal – IG 1.5:

- IG 1.5: Institute will undertake Continuous academic Performance review and monitoring

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Implement effective Faculty feedback and appraisal	P	I	M	M	M
2	Perform regular Academic Audit identify the gap and opportunities of improvement and plan execution	P	I	I	M	M

5.1.6 Institutional Goal – IG 1.6:

- IG 1.5: Institute will ensure mechanisms for effective student mentoring

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Create processes for identify students with their respective needs (Bright Learner, Weak learner, student with special need etc)	P	P	I	I	M
2	Implement Effective student mentoring system	P	P	I	I	I

5.2 Focus area - FA 2: Institutional Effectiveness through E-Governance

In-order to deliver on Academic Excellence, effective platform need to be created which has focus on processes and systems. This should be achieved by using tools and technology for automation. Effective use of the resource utilization and KPI associated in this regards should be developed.

5.2.1 Institutional Goal - IG 2.1:

- IG 2.1: Use of tools and technology to facilitate and deliver academic effectiveness

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Use of effective technology to aid communication and collaboration amongst students and staff members	P	P	I	I	I
2	Implement Learning Management System to help with the academic activities	P	I	M	M	M
3	For interactive and collaborative teaching, create a digital Classroom which will also aid in-recording lectures for potential future	P	P	I	I	I

	use					
4	Implement Online Exams platform / software for conducting and proctoring online examinations	P	P	I	I	I
5	Enable Wi-Fi throughout Campus	P	I	I	I	M

5.2.2 Institutional Goal - IG 2.2:

- IG 2.2: Effective use of Library Resources

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Use of tools and technology for library automation (Library Automation system, e-journals, e-books, NDL, online project repository)	P	P	I	I	I
2	Create effective policies and processes and KPI for maximum utilization of library resources (encourage library resources use by students and staff)	P	P	P	I	I

5.2.3 Institutional Goal - IG 2.3:

- IG 2.3: Use of technology and tools for Student Administration

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Use of tools and technology for maintaining student related information (Student Master data, Digitization of Student Documents in Document Management System)	P	P	I	I	I
2	Implementation of online academic verification process and documents requests (Transcripts, Leaving Certificate, recommendation letters, appreciation letters, experience letter, bonafide)	P	P	I	I	I

5.2.4 Institutional Goal - IG 2.4:

- IG 2.4: Use of technology and tools for office and Administration automation

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Use of tools and technology for Store management (Dead stock, consumables, processes for stock verification)	P	P	P	I	I
2	Use of tools and technology for managing	P	P	I	I	I

	RGCMS human resources					
3	Use of tools and technology for effective Accounts management (Tally ERP, Payroll Management, Payment gateway and Management Information System etc)	P	P	P	P	P
4	Implement effective demand management, procurement and inventory management processes, tools and technology	P	P	P	P	P

5.2.5 Institutional Goal - IG 2.5:

- IG 2.5: Upgradation, upkeep and effective use of computer laboratory and software to stay current with prevailing trends and requirements

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Create effective policies, processes, feedback system and KPI for maximum utilization of Lab resources (encourage Lab resources use by students and staff)	P	P	I	I	I
2	Create effective policies and processes to understand industry trends and Management Software requirements (Eg: Software related to HR, Operations, Finance, Marketing, IT, Data Analytics etc)					P
3	Procure software and Hardware to cater to the needs of the students and industries and up-keep IT infrastructure.	P	P	P	I	I

5.2.6 Institutional Goal - IG 2.6:

- IG 2.5: Document all the processes and policies to aid ease of conducting business

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Organize functioning of RGCMS by forming various committees and documenting Composition, Roles and responsibilities	P	I	I	M	M
2	Formalize all HR related functions by clearly documenting HR Policies and Standard Operating Process in one consolidated document	I	I	M	M	M
3	Document all RGCMS Policies (Committee Policies and Standard Operating Process)	P	I	I	M	M

5.2.7 Institutional Goal - IG 2.6:

- IG 2.5: Campus beautification and expansion

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Digital classroom, smart boards and studio recording facility		P	P	P	P
2	Playground and Garden beautification	P	P	I	I	M
3	Vehicle parking and tar roads	P	P	P	I	M

5.3 Focus Area – FA 3: College Relations (Industry, CSR, Alumni, Branding)

At RGCMS, we believe that Education should be relevant to industry requirements. There has to be effective Industry Academia Collaboration to provide rich experience to the students. Students should be encouraged to do live projects, consultancy and research and development projects for which can be insourced from Industry.

Creating a Brand awareness of RGCMS is also important in this digital age, and effective Social Media and digital platforms should be used to increase the Brand value.

One of the greatest resources is Alumni community and RGCMS should engage with Alumni proactively for mutual advantage.

Students should be exposed to social and ethical values by engaging students in social outreach activities to address relevant social issues.

5.3.1 Institutional Goal - IG 3.1:

- IG 3.1: Increase Brand awareness of RGCMS

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Create Social Media presence and publish all the activities on social media	P	I	I	M	M
2	Improve RGCMS website by providing rich and dynamic content to all stakeholders	P	I	I	M	M
3	Ensure top B-School Ranking in magazine or organization of repute	P	P	I	I	I

5.3.2 Institutional Goal - IG 3.2:

- IG 3.2: Improve Alumni Relations and collaboration to have a vibrant Alumni Community

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Register Alumni Association as Charitable Trust under Bombay Public Trust Act	P	P	P	I	M

2	Encourage and help Alumni to create various Alumni Chapters			P	P	P
3	Effective engagement with Alumni community for mentoring, placements and financial assistance and RGCMS Branding			P	P	P

5.3.3 Institutional Goal - IG 3.3:

- IG 3.3: Effective industry-academia collaboration

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	MoUs with industry for Faculty exchange, training, placement and consultancy activities.	P	P	P	P	I
2	Collaborate with industry to design and deliver Short term certificate courses				P	P

5.3.4 Institutional Goal - IG 3.4:

- IG 3.4: CSR activities for social responsibilities

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Collaborate with various reputed organization for social outreach and activities to address relevant social issues, which will help students build social and ethical values	I	I	I	M	M

5.3.5 Institutional Goal - IG 3.5:

- IG 3.5: Collaboration with foreign and domestic universities

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Certificate program and add-on courses to bolster students academics and curriculum gap	P	P	I	I	I
2	Design and deliver short term certificate courses	P	P	P	P	P
3	Hybrid / sandwich programme in collaboration with foreign universities					P

5.4 Focus Area – FA 4: Jobs, Employments, innovation and Entrepreneurship

RGCMS should focus on providing industry relevant training and assure employment for maximum students. At the same time, emphasis should be

given to philosophy of "Job Creation" by encouraging students to become self-employed entrepreneurs.

5.4.1 Institutional Goal - IG 4.1:

- IG 4.1: Ensure employment for all

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Effective programs for Skill Development, Job oriented training	P	P	I	I	M
2	Design and deliver Short term industry relevant courses.	P	P	P	P	I

5.4.2 Institutional Goal - IG 4.2:

- IG 4.2: Exposure of the students to corporate world

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	National and International IV to provide wide exposure to the students	P	I	-	-	I
2	Ensure all students are enrolled for Internships, live projects or Consultancy projects	P	I	I	I	I

5.4.3 Institutional Goal - IG 4.3:

- IG 4.3: Incubation centre and Entrepreneurship Development cell

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Establish incubation center with eco-system to support innovation and entrepreneurs	P	P	I	I	I

5.5 Focus Area – FA 5: Student Support and Wholistic Growth

RGCMS should focus on all round Student Development by inculcating leadership qualities and team working environment and effective stress management. No student should be left behind. Advanced learners should be challenged and engaged and students who need help academically, psychologically and financially should be provided.

5.5.1 Institutional Goal - IG 5.1:

- IG 4.1: Create an environment which will support Leadership and team building skills in students

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Empower Student body for participative decision making and to provide opportunity to students to sharpen their leadership qualities	P	P	I	I	M
2	Ensure that Co-curricular activities like sports, yoga, meditation, cultural activities etc are conducted on regular basis which will help students hone their leadership skills, teambuilding qualities and stress management	I	I	I	I	M

5.5.2 Institutional Goal - IG 5.2:

- IG 4.1: Promote financial and counselling support to the students

#	Objectives	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Extend Financial Support (Educational loans, Scholarship, insurance etc) to help needy and deserving students	P	P	I	I	M
2	Provide Counselling support, mentoring and effective grievances redressal mechanism	P	P	I	I	I