



STRATEGIC PLAN 2017-2032

ST. THOMAS COLLEGE (AUTONOMOUS), THRISSUR



Preface

St. Thomas College (Autonomous), Thrissur, is proud of its long tradition and rich legacy, but what has remained and will remain constant is its focus on excellence in education and service to the society. The Strategic Plan aims at providing the institution a vision and direction for the next few years and strategizes collective efforts to realize the plan. The vision for St. Thomas College, Thrissur, laid out by Strategic Plan 2017–2032 is to be a Deemed University and an institution of excellence, which will facilitate in establishing an enlightened society. The key pillars that will help St. Thomas College achieve this vision are autonomy of a university, innovative academic system, enhanced human resource, profound research and appropriate infrastructure. In the realization of the strategic plan, the institution envisages to engage with industry and society, hold an international outlook, ensure alumni engagement and impart entrepreneurial skills among students.

Through this plan, St. Thomas College aims to offer a wider spectrum of academic programs with improved flexibility aligned with the needs of the emerging times. In terms of its research capabilities, St. Thomas College will hasten quality research outcomes and nurture outstanding research capabilities that cater to the needs of the nation. Industry and academia engagement is a key pillar where St. Thomas College aims to increase engagement with various industries through sponsored research, consultancy and collaboration. Another key focus for St. Thomas College is to enhance its infrastructure to the needs and demands of appropriate higher education environment par with a deemed university.

Through the strategic masterplan, the institution is committed to nurturing its dedicated faculty and aspiring students as well as investing in best-in-class infrastructure and facilities. The strategic roadmap also envisions more students being placed through enhanced employability schemes by incorporating international exposure and quality alumni engagement.

The Strategic Plan 2017–2032 document will serve the purpose of aligning all the stakeholders of St. Thomas College towards a set of common goals so that the sum total of collective efforts and achievements is much more than the individual contributions. The Strategic Plan shall be the guiding light for St. Thomas College to become the pride of the nation and realize the goals to be a benchmark for higher education institutions in India.

Principal

IQAC Coordinator



VISION

Transforming the Youth through Holistic Education towards an Enlightened Society.

MISSION

- To Ensure Inclusion and Access of Quality Education.
- To Provide an Environment of Learning that enhances Dissemination of Knowledge.
- To Nurture Research and Innovation for the betterment of Life and Progress of the Nation.
- To Undertake Collaborative Partnerships for Facilitating Exposure and Sharing.
- To Impart Social and Environmental Sensitivity in Students through Extension and Outreach.
- To Equip Students with Life Skills in Facing Challenges and Responsibilities.
- To Help Students attain Moral, Spiritual and Emotional integrity.

MOTTO

Veritas Vos Liberabit (The Truth will set you Free)

CORE VALUES

- Faith in God
- Pursuit of Excellence
- Integrity
- Diversity
- Compassion

Institutional Strategic Plan Committee

- Mar Raphael Thattil, Manager
- Dr. Jenson P. O., Principal
- Dr. Fr. Martin K. A., Bursar
- Dr. Thomas Paul Kattookaran
- Dr. Joby Thomas K.
- Dr. Fr. Anil George K, IQAC Coordinator
- Dr. Sr. Alphonsa Mathew

The Process

The advisory committee of the college deliberated on the future and development of St. Thomas College (Autonomous), Thrissur. The committee strategized that the multi-dimensional growth of the institution should be envisioned, planned and an implementation plan should be devised in view of the future. It was decided that a strategic/perspective plan should be in place that should become a guiding document in the journey ahead. It was decided to constitute a committee entrusted with the responsibility of devising Strategic Plan Document in line with the vision and mission of the college. The Governing Council of the college was apprised of the decision and it ratified the decision. Five important areas decisive for the future of the institution were identified and they constituted the key pillars goals for the institution. The five key pillar goals are:

1. Institutional Growth: an educational institution erected as St. Thomas College Boarding school in 1889, having gone through several institutional expansions like a second-grade college, first-grade college, PG College, Autonomous College and College with potential for excellence, now looks up to become a degree-granting deemed University.
2. Academic System: Envisioning academic programs, academic endeavours and curriculum fitting to the national needs and to the needs of an emerging era through innovation and incorporation of quality is detrimental for right outcomes.
3. Human Resource: Enhancing and equipping the human resource, namely, the faculty, staff and students, is decisive in its journey towards excellence.
4. Research: with the vision of contributing towards nation-building process, research will be accelerated to produce research outcomes that benefit the society at large.
5. Infrastructure: Augmenting and creating appropriate, modern and excellent infrastructure that contributes to an academic as well as research environment that facilitates transfer, creation and delivery of knowledge.

The strategic planning committee interacted with the decision makers regarding the *modus operandi* in devising the strategic plan. Inputs were collected from students, parents, alumni, faculty, staff, industry and academicians. The views and insights of experts in the Boards of Students, academic council and governing council were collated. Inputs were also gathered through meetings of college council, faculty meetings, department council meetings, alumni

meetings and from students' union. Based on the deliberations and inputs, a draft Strategic Plan 2017-2032 was devised and submitted to the Advisory Committee that recommended the project.

SWOC Analysis for St. Thomas College (Autonomous), Thrissur

Institutional Strengths

1. Visionary, supportive and proactive Leadership
2. A 100 years old institution with rich legacy and least attrition rate.
3. College with Potential for Excellence status
4. Excellent demand ratio
5. Competent and well-qualified Faculty Members and dedicated staff.
6. High Pass percentage
7. Great Focus on Research and innovation
8. Integrated Learning beyond curriculum

Weaknesses

1. Space for Expansion in the present campus is limited
2. Structural restrictions for interdisciplinary exposure for students
3. Restricted opportunities for credit transfers between institutions
4. Restrictions from the State Government and affiliating university in bringing in flexibility into curriculum and syllabi.
5. Inadequate residential facilities for students
6. Not so modern infrastructure facilities since the institution is 100 years old.
7. Lack of regional diversity of students: Inability to attract students from outside Kerala.
8. Researches seldom culminating in patents and products.

Opportunities

1. To start more professional and need based programs
2. Enhancing networking with institutions of eminence.
3. Increased Alumni-engagement for institutional development, placement and collaborations.
4. Potential to be one among the top 10 Arts & Science Colleges in the country.
5. Young dynamic faculty: Average age of faculty is 38, providing greater opportunity for exercising technology expertise and innovation in teaching-learning process.
6. Good ambience for R & D with 55 faculty with Ph. D, 35 research guides and 9 research departments.
7. Journey towards Deemed University Status
8. Generating more funding opportunities through networking.

Challenges

1. Strengthening Industry-Academia linkage.

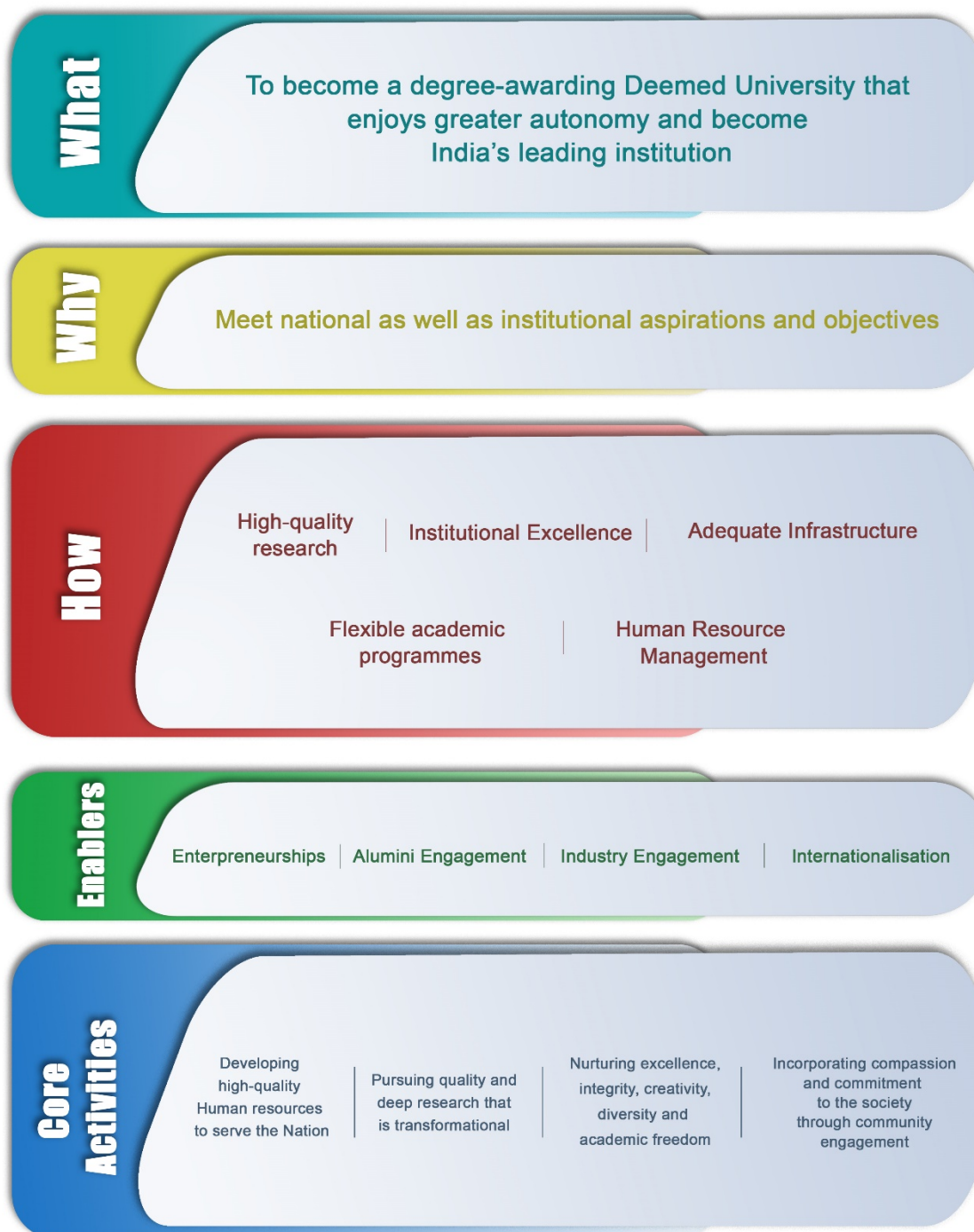
Strategic Plan Document 2017-2032

2. Updating curriculum and syllabi to the needs of emerging times and industry.
3. Resource mobilisation for infrastructure augmentation and research from beyond government and UGC.
4. Creating more space for Academic and cocurricular interaction
5. Develop St. Thomas college brand outside Kerala
6. Hatch more start-ups and business incubations
7. Realizing research outcomes in terms of products and patents.
8. Enhancing international collaborations and exchanges.

Gaps

- Specific plans to be devised to improve the financial capability of the Institution to meet the future challenges and technological growth.
- Continued effort in exploring the potential of the Autonomous status and its flexibilities to the maximum extent.
- Specific academic and administrative positions like Dean of Student Affairs, Dean of Academics etc. to be created for effectiveness of governance.
- Industry-Institution Interaction is limited to MOUs and visits. Intensive programmes to derive the benefits to be done.
- Lagging in Collaborative research with other institution and industries.
- Need to encourage collaborative projects and interdisciplinary electives.
- Inadequate regional diversity of students to be addressed. Need to strengthen the effort to attract students from different regions of the country and beyond.
- Exposure to different culture and foreign languages to be explored.
- A well-furnished central library is to be constructed.
- Institution is having inadequate infrastructure for the present intake. Immediate additional space availability is limited.
- Need to strengthen the faculty and student exchange programmes with other reputed institutes of world class.
- Strategies to strengthen campus placements.

Strategic Plan Overview



Strategic Goal I: St. Thomas College targets to become a Deemed University by 2030 and an Institution of eminence by 2032 by underlying precise roadmap through the exercise of academic and administrative autonomy.

Sub-Goal I: Perform well in national, International Rankings, Accreditations and Certifications

Strategy I: To be counted as one of the most highly reputed higher education Institutions in India by performing well in NIRF India Rankings, obtaining highest grade in NAAC re-accreditation by 2022.

Strategy II: To be an ISO certified institution by 2020 so that quality can be ensured and services can be delivered in a reliable and secure manner to the satisfaction of the stakeholders.

Strategy III: To be one among the best 200 higher education institutions in the Asian higher education Institutional rankings of QS ranking by 2028.

Sub-Goal II: Reach higher level of excellence to be ready for higher Autonomy.

Strategy I: To become a Star College under the Scheme by DBT by 2021 and thus empower the research aptitude among the undergraduate students.

Strategy II: To obtain College of Excellence status of UGC by 2026 after completing two cycles for 'College with Potential for Excellence' Status.

Strategy III: To become a degree awarding Deemed University by 2030 and thus exercise large academic and administrative freedom to attract students from across India and globe.

Strategic Goal II: Optimize Human Resource Management through merit-based recruitments, continuous developmental and enhance programs for faculty, staff and students through ISO 9001:2008-certified administrative functions, and a move towards a green, paperless office via the enterprise resource planning (ERP) software system Workflow, which provides Institute-wide e-services.

Sub-Goal 1: Recruit, develop and retain excellent faculty

Strategy I: Recruitment will be purely merit-based by giving preference to candidates with PhD and post-doctoral exposure.

Strategy II: A career path will be provided for all employees Promotions will be based on assessments of performance in several dimensions: teaching, research, student mentoring, sponsored research, collaboration with industry, involvement with the society, Institute service and national-level activities including both quantitative and qualitative norms.

Strategy III: Faculty will be provided with continuous training and professional development programs for enrichment and for equipping for tech-enhanced teaching. Expertise in MOODLE will be ensured to 100% faculty by 2020.

Strategy IV: Incentivisation and support will be extended to ensure PhD Qualification for at least 80% of the faculty by 2025.

Sub-Goal 2: Enriching Student Experience in the campus and effective holistic growth of the students.

Strategy I: Enrich Student development through pedagogical innovation, multifaceted integrated learning and student-centric training.

Strategy II: Confidence Building and Skill enhancement training programs will be organized to create leadership, teamwork and communication skill among the students.

Strategy III: Students will be exposed to social realities, experiences and extension activities to obtain service learning.

Strategy IV: Students will be exposed to innovation, entrepreneurship, start-ups and hackathons for imbibing innovative expeditions. Innovation Cell will be instituted by 2018.

Strategy V: Placement of students will be fine-tuned to meet the aspirations of the students and expectations of employers. The target is to ensure that 100% students take up placements/venture start-ups or pursue higher education by 2021.

Sub-Goal 3: Ensuring transparency and efficiency by enhancing e-governance strategies in administration and student services.

Strategy I: Strategize and implement e-governance in Administration, Admission, Finance and accounts, Evaluation system, and teacher-student activities.

Strategy II: Strategize and implement e-governance in documentation and accreditation process.

Strategic Goal III: Develop, strengthen, and implement academic programs that are responsive to the vision and mission of St. Thomas College and are systematically reviewed for sustained quality, relevance, and excellence to meet the challenges of a highly competitive and emerging national and global scenario.

Sub-Goal 1: Expand the capacity to offer unique and/or critical undergraduate, postgraduate, and professional academic programs that address national and regional needs.

Strategy I: Conduct a needs assessment/feasibility study to identify new critical academic programs and modify curriculum to the changing world by 2020.

Strategy II: Identify and implement programs and value-added courses for skill development, entrepreneurship and employability. St. Thomas College will be offering number of value-added courses. Hence, at the time of admission, students can choose from a wide variety of courses by 2018.

Strategy III: Train and implement the paradigm of Outcome Based Education (OBE) in curriculum and syllabus by 2020.

Strategy IV: Promote and increase the students and faculty participation to acquire certificates by taking on line courses on recent advances in technology, like MOOC, MOODLE and NPTEL etc.

Strategy V: In order to enable students to meet their changing objectives, introduce flexibility in the curriculum through a wide choice of electives and multi-disciplinary diversification.

Strategic Goal IV: Enhance college infrastructure to accommodate increase in intake, research, library, knowledge development and transfer; contribute to an enhanced quality of life in the campus.

Sub-Goal 1: Enhance the infrastructure and facility in tune with changing technological needs

Strategy I: Construction of a well-furnished central Library Complex with all state-of-the-art facilities by 2021.

Strategy II: Construction of well-furnished, technology-enabled Seminar Hall with state-of-the-art facilities by 2021.

Strategy III: Construction of a Central Instrumentation Lab for Research acceleration by 2020.

Strategy IV: Construction of a Central Computer Lab for online examinations and career placement training by 2021.

Strategy V: Enhance the internet connection bandwidth and Wi-fi to support the 4G and future communication technologies by 2019.

Strategy VI: All classrooms of the institutions will be converted ICT-enabled by 2021 by equipping with modern devices.

Sub-Goal 2: Enhance sustainable, energy-efficient and eco-sensitive infrastructure and facility in tune with changing technological developments

Strategy I: Plans to augment the waste water treatment towards zero discharge and install biogas plants for waste disposal by 2021.

Strategy II: Energy conservation measures being implemented include increasing the efficiency of appliances and the use of renewable energy sources.

Strategy III: Enhance the renewable energy sources by deploying Solar panels on all the buildings and become self-reliant by 2024.

Strategy IV: More than 90% of Lighting and other electric requirements to be converted to LED lighting, LED fans, inverter AC and other energy-efficient devices by 2020.

Sub-Goal 3: Infrastructure to enhance Quality of life in the campus.

Strategy I: Construction of new multi-storeyed buildings to accommodate new programs, seminar halls and multi-purpose auditoriums in its journey towards Deemed University status to be completed by 2025.

Strategy II: Completion and availing a well-furnished Girls Hostel with modern and women-friendly facilities by 2021.

Strategy III: Maintenance and enhancement of PG Boys Hostel and UG Boys Hostel by 2020.

Strategy IV: Lift, ramps, more Divyangjan-friendly infrastructure and enhanced sports infrastructure to be installed and completed by 2021.

Strategic Goal V: Research and Development

Sub-Goal 1: Improving physical resources and infrastructure for research input.

Strategy I: A research-focussed Central library with several research-friendly infrastructure will be completed by 2021.

Strategy II: The seed money for research earmarked for each academic year will be quantitatively enhanced by 30% every year reaching up to 12 lakhs annually by 2024.

Strategy III: The existing instrumentation lab will be enhanced with more modern research equipments to constitute a central instrumentation lab by 2023.

Sub-Goal 2: Improving the research outcomes.

Strategy I: Publication in top journals and presentation at venues where the world's leading researchers are present will be encouraged. The h-index of the institution is targeted to be bettered beyond 20 by 2025.

Strategy II: Facilitative steps will be implemented to accelerate quality research works. The number of PhDs awarded/produced in the institution is targeted as 15 PhDs every year by 2024.

Strategy III: All faculty with Ph.D who meet university stipulations will have obtained Ph.D guideship within 6 months after becoming eligible.

Strategy IV: Filing of Patents will be financially supported by the institution, targeting at least one patent application per year by 2022.

Strategy V: Consultancy initiatives including training and infrastructure will be strengthened. The expected amount collected via consultancy fee by 2024 is expected to be Rs. 10 Lakhs per annum.

Review Progress - Balance Scorecard

Strategic Goal I: St. Thomas College targets to become a Deemed University by 2030 and an Institution of eminence by 2032 by underlying precise roadmap through the exercise of academic and administrative autonomy.

Sub-Goal I	Strategy	Action Plan	Timeline
Perform well in national, International Rankings, Accreditations and Certifications	I	To be counted as one of the most highly reputed higher education Institutions in India by performing well in NIRF India Rankings, obtaining highest grade in NAAC re-accreditation,	2019
	II	To be an ISO certified institution so that quality can be ensured and services can be delivered in a reliable and secure manner to the satisfaction of the stakeholders.	2020
	III	To be one among the best 200 higher education institutions in the Asian higher education Institutional rankings of QS ranking.	2030
Sub-Goal II	Strategy	Action Plan	Timeline
Reach higher level of excellence to be ready for higher Autonomy	I	To become a Star College under the Scheme by DBT and thus empower the research aptitude among the undergraduate students.	2021
	II	To obtain College of Excellence status of UGC by 2026 after completing two cycles for 'College with Potential for Excellence' Status.	2026
	III	To become a degree awarding Deemed University by 2030 and thus exercise large academic and administrative freedom to attract students from across India and globe.	2030

Strategic Goal II: Optimize Human Resource Management through merit-based recruitments, continuous developmental and enhance programs for faculty, staff and students through ISO 9001:2008-certified administrative functions, and a move towards a green, paperless office via the enterprise resource planning (ERP) software

system Workflow, which provides Institute-wide e-services.

Sub-Goal I	Strategy	Action Plan	Timeline
Recruit, develop and retain excellent faculty	I	Recruit meritorious faculty with preference given to candidates with PhD and post-doctoral exposure.	2020
	II	A career path will be aligned based on assessments of performance: teaching, research, student mentoring, sponsored research, collaboration with industry, involvement with the society, Institute service and national-level activities.	Periodical
	III	Professional development programs for faculty for enrichment and for equipping for tech-enhanced teaching. Expertise in MOODLE will be ensured to 100% faculty.	2020
	IV	Incentivisation and support will be extended to ensure PhD Qualification for at least 80% of the faculty.	2025
Sub-Goal II	Strategy	Action Plan	Timeline
Enriching Student Experience in the campus and effective holistic growth of the students.	I	Enrich Student development through pedagogical innovation, multifaceted integrated learning and student-centric training.	2018
	II	Confidence Building and Skill enhancement training programs will be organized to create leadership, teamwork and communication skill among the students.	2018
	III	Students will be exposed to social realities, experiences and extension activities to obtain service learning.	2018
	IV	Students will be exposed to innovation, entrepreneurship, start-ups and hackathons for imbibing innovative expeditions. Innovation Cell will be instituted.	2018
	V	Placement of students will be fine-tuned to meet the aspirations of the students and expectations of employers. The target is to ensure that 100% students take up placements/venture start-ups or pursue higher education.	2021
Sub-Goal III	Strategy	Action Plan	Timeline

Ensuring transparency and efficiency by enhancing e-governance strategies in administration and student services.	I	Implement e-governance in Administration, Admission, Finance and accounts, Evaluation system, and teacher-student activities.	2017
	II	Implement e-governance in documentation and accreditation process.	2018

Strategic Goal III: Develop, strengthen, and implement academic programs that are responsive to the vision and mission of St. Thomas College and are systematically reviewed for sustained quality, relevance, and excellence to meet the challenges of a highly competitive and emerging national and global scenario.

Sub-Goal I	Strategy	Action Plan	Timeline
Expand the capacity to offer unique and/or critical undergraduate, postgraduate, and professional academic programs that address national and regional needs.	I	Conduct a needs assessment/feasibility study to identify new critical academic programs and modify curriculum to the changing world.	2020
	II	Identify and implement programs and value-added courses for skill development, entrepreneurship and employability. St. Thomas College will be offering number of value-added courses. Hence, at the time of admission, students can choose from a wide variety of courses.	2018
	III	Train and implement the paradigm of Outcome Based Education (OBE) in curriculum and syllabus.	2020
	IV	Promote and increase the students and faculty participation to acquire certificates by taking on line courses on recent advances in technology, like MOOC, MOODLE and NPTL etc.	2020
	V	In order to enable students to meet their changing objectives, introduce flexibility in the curriculum through a wide choice of electives and multi-disciplinary diversification.	2023

Strategic Goal IV: Enhance college infrastructure to accommodate increase in intake, research, library, knowledge development and transfer; contribute to an enhanced quality of life in the campus.

Sub-Goal I	Strategy	Action Plan	Timeline
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Enhance the infrastructure and facility in tune with changing technological needs	I	Completion of a well-furnished central Library Complex with all state-of-the-art facilities.	2021
	II	Completion of a well-furnished, technology-enabled Seminar Hall with all state-of-the-art facilities.	2021
	III	Construction of a Central Instrumentation Lab for Research acceleration.	2020
	IV	Completion of a Central Computer Lab for online examinations and career placement training.	2021
	V	Enhancement of internet connection bandwidth and Wi-fi to support the 4G and future communication technologies.	2019
	VI	All classrooms of the institutions will be converted ICT-enabled by equipping with modern devices.	2021
Sub-Goal II	Strategy	Action Plan	Timeline
Enhance sustainable, energy-efficient and eco-sensitive infrastructure and facility in tune with changing technological developments	I	Plans to augment the waste water treatment towards zero discharge and install biogas plants for waste disposal.	2021
	II	Energy conservation measures being implemented include increasing the efficiency of appliances and the use of renewable energy sources.	2019
	III	Enhance the renewable energy sources by deploying Solar panels on all the buildings and become self-reliant.	2024
	IV	More than 90% of Lighting and other electric requirements to be converted to LED lighting, LED fans, inverter AC and other energy-efficient devices.	2020
Sub- Goal III	Strategy	Action Plan	Timeline
Infrastructure to enhance Quality of life in the campus.	I	Completion of Construction of new multi-storeyed building in the new campus.	2025
	II	Completion and availing a well-furnished Girls Hostel	2021
	III	Maintenance and enhancement of UG and PG Boys Hostels.	2020
	IV	Lift, ramps, more Divyangjan-friendly infrastructure and enhanced sports infrastructure to be installed	2021

Strategic Goal V: Research and Development			
Sub-Goal I	Strategy	Action Plan	Timeline
Improving physical resources and infrastructure for research input	I	Construct a research-focussed Central library	2021
	II	Enhance seed money for research annually up to 12 lakhs per year	2024
	III	Furnish a central instrumentation lab with modern research equipments.	2023
Sub-Goal I	Strategy	Action Plan	Timeline
Improving the research outcomes.	I	Ensure publication research articles in top journals. The h-index of the institution is targeted to be beyond 20	2025
	II	The number of PhDs awarded/produced in the institution is targeted as 15 PhDs every year.	2024
	III	All faculty with Ph.D who meet university stipulations will have obtained Ph.D guideship within 6 months after becoming eligible.	2024
	IV	At least one patent application per year.	2022
	V	Consultancy initiatives including training and infrastructure will be strengthened. The expected amount collected via consultancy fee is expected to be Rs. 10 Lakhs per annum.	2024