



AN ISO 9001-2015 CERTIFIED
SAFA COLLEGE OF ARTS AND SCIENCE

(Affiliated to University of Calicut)
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INSTITUTIONAL PERSPECTIVE PLAN 2017-27



**INSTITUTIONAL
PERSPECTIVE
PLAN
2017-27**

COLLEGE STRATEGIC /PERSPECTIVE PLAN 2017-2027

The Strategic Plan for 2017- 2027 identifies three core areas of development for the Institution:

- * Acquiring Quality Culture in Teaching- Learning process
- * Strengthening the Employability Skills of the Youth
- * Extending the Social work domains of the College

KEY PERFORMANCE INDICATORS (KPIs)

The IQAC has identified the key performance indicators related to the development of College with respect to various areas. The developments are split into various stages of plan spread across their perspective timelines. The data is illustrated in the data below

STAGES OF PLAN	TIMELINE	ACADEMIC YEAR
Short Term	01 - 03 Years	2017-18 to 2019-20
Medium Term	01 – 06 Years	2017-18 to 2022-23
Long Term	01 -10 Years	2017-18 to 2026-27

Standard 1: Governance and Administration “Achieve excellence in governance and administration”

Strategies	Implementa- tion Steps	Achieved By	Responsibility	Indicators/Evi- dence
1.1 Achieve efficient operation of the College Board(Board of Trustee)				
Ensure that the College Board meets regularly	Regular College Board meetings in the 2017- 2027 academic year	Minimum twice in an Year	Board of Trust- ee and Govern- ing Body	College Board minutes Outcomes of the meeting
1.2 Role and responsibilities of individual staff in the College clearly set out				
Provide an orga- nization chart for each department, setting out line management responsibilities	Clear and com- prehensive organization chart available in the Internal Quality Assurance Cell (IQAC), along with staff roles and responsibilities	At the beginning of every year and review whenever necessary.	Principal, IQAC, HOD of each department	Up to date and comprehensive chart in IQAC Staff roles and re- sponsibilities for each department set out by HOD

1.3 Establish an annual cycle of review, formal discussion and action planning to improve quality

Require an annual self-assessment report from units/ departments covering all areas of College activity	Reports received by the Principal, discussed in the College Board, and action plans written	Twice in an Year	Principal, IQAC, HOD of each department	Discussion of the reports in College Board minutes Action Plan based on reports
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1.4 Ensure that information is accessible for all College stakeholders

Make all plans, regulations and policies available on the College website	College website provides user-friendly access to all relevant documents	At the beginning of every year	Principal, IQAC, HOD of each department	Well-designed website
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Standard 2: Learning & Teaching

“Offer to all students high quality teaching and learning opportunities in line with the requirements of the labour market, so as to provide society with graduates who are skilled, knowledgeable, confident and capable problem solvers”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
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2.1 Promote and reward excellent teaching

Hold in College events to stimulate sharing of best practice in teaching, learning and assessment and ensure that excellent teaching is one avenue to promotion	Several events held in each academic year . Student feedback and other evidence of teaching excellence is taken into account and appropriate action taken Establish the ECDC	Throughout the every academic year. By the end of the academic year 2022, a distinct block dedicated to the e-Content Development Centre can be established	Principal IQAC HOD	Hand-outs, PowerPoint slides and other visual aids from the events Student feedback and other evidence of teaching quality held on file for each lecturer Analysis of results showing outcome wise Performance of students e-content creation of faculties
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Put in place a system of feedback on teaching	Teaching feedback procedures fully operational through student senators	Twice in a semester	APEC AND IQAC	Documentary evidence of feedback on teaching
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2.2 Improve the quality of academic staff recruited to the College

Set recruitment targets annually; support newly-recruited staff through induction	Academic quality of specialist teaching staff is improved annually, and an induction programme helps new staff to do their jobs effectively from an early stage	Annually. By the end of 2027, achieving the goal of 50% of faculty obtaining a PhD in their respective domains	Principal	Well-designed website Relevant documents accessible Feedback from stakeholders
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2.3 Put in place mechanisms for programme development and review, with annual action planning

Review course documents annually	Course descriptions include clear learning outcomes	Annually	Principal HOD	Course descriptions
Actively support student learning and systematically collect student feedback on the quality of the learning experience	Put into practice a system of tutorials and academic counselling to monitor and support each student's learning. Design and put into practice a questionnaire for student feedback on courses, programmes and learning resources	Annually	IQAC	Tutorial & mentor system in operation. Percentage of students attending tutorials . Percentage of mentee attending tutorials Student survey available and up to date . Data collated, discussed in committees and acted on. Feedback scores

Collect employer feedback on the quality of graduates, and track students after graduation	Design and put into practice a questionnaire for employer feedback on graduates they employ (skills, knowledge)	Annually	IQAC	Employer survey available. Data collated, discussed in College committees and acted on. Feedback scores
Benchmark learning quality with other similar institutions in the region	Data exchange on teaching/learning agreed with at least one similar institution	At least 5 institutional MoUs in each department on or before 2021	IQAC and HOD	Memorandum of Understanding with the institution concerned

Standard 3: Student Services **“Provide first-rate services to students”**

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
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3.1 Set up effective channels of communication between students and the class mentors, and keep students fully informed

Provide a monthly opportunity for students to raise issues on matters such as accommodation, student discipline and soon	A one-hour session (once a month) for students to visit the Student mentors and tutors	Every month in every academic year	Principal HOD	Minutes and action points noted at the monthly meetings . Measures of student satisfaction
2 Produce a comprehensive Student Handbook giving full details on registration, disciplinary matters, medical services, health and safety, student counseling, social matters, sports, and all other student-related matters	Update and make available the Student Handbook in time for each new academic year	Annually	Principal Administrative officer	Handbook available, comprehensive, up to date and given to all students . Outcomes of student discipline cases. Number of student appeals

3.2 Regularly review and improve student services

Ensure that student services are reviewed annually and that students contribute ideas and feedback to stimulate improvements	Design and put into practice a questionnaire for student feedback on all student services	Annually	Principal HOD Club coordinators	Annual student survey carried out. Data collated, discussed in committees and acted on
Put into practice procedures for an annual cycle of review and improvement	Ensure that a clear and comprehensive annual self-assessment report on student services is compiled, discussed at College Board and actions identified	Annually	Principal HOD	Self-assessment report . Academic Council minutes . Action plan

Standard 4: Learning Resources

“Provide excellent learning resources for students, and encourage students to develop their skills”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
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4.1 Maintain, and constantly update and improve, resources supporting learning of transferable skills

Foster excellent IT skills and awareness among students	Annual improvement in the student : PC ratio in the College provide high-speed internet access	Aim to achieve the student-computer ratio 1:15 by 2019-20, 1:10 by 2021-22 and 1:5 by the end of 2027.	Principal Administrative officer Lab Assistant	Calculated ratio of PCs per student Survey evidence of student satisfaction with IT resources Internet speed (Kbps) and accessibility
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Transform the College library into a Learning Resources Centre	Annual improvement in volumes/titles in the library; annual improvement in digital resources (such as CD ROMs) available; annual improvement in journals/e-journals available to students; learning resources available on the College library.	Aim to achieve th a Learning Resources Centre by 2019-20, Koha by 2021-22 and by D-Space by the end of 2022. Aim to achieve additional space in the library by 2021-22S and separate Block for library by the end of 2027.	Principal Administrative officer HOD Librarian	Calculated ratio of books (volumes and titles) perstudent Catalogue of journals and e-journals Survey evidence of student satisfaction with Learning Resources Centre Deployment of library plan
Ensure students have maximum access to learning resources	The Learning Resources Centre and computer labs are available to students normal teaching hours	As per academic schedule in every year	Principal Administrative officer HOD	Opening times for Learning Resources Centre and computer lab
Ensure learning resources meet learner needs	Staff-Student Committee meets regularly to discuss and upgrade	As per academic schedule in every year	Principal HOD	Minutes of the StaffStudent Committee Surveys
Ensure that staff in the Learning Resources Centre and computer labs are qualified to assist students	Recruit qualified staff and provide appropriate training to ensure active support is given to students	annually	Principal HOD	Professionally qualified librarians and IT staff appointed These staff have received training in learning support

4.2 Ensure that the Learning Resources Centre is efficiently run and maintained

Put in place efficient systems for the cataloguing and search/retrieval of learning resources	An appropriate and up to date library management information system is in place and is operated by staff who have received training	Aim to achieve the a Learning Resources like N-list by 2020-21, Koha by 2021-22 and by D-Space & NVDA screen reader by the end of 2022	Principal Chief Librarian	Staff have received training
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Standard 5: Facilities and Equipment

“Ensure that College facilities are well managed, effectively used, and innovatively developed”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
5.1 Put in place effective procedures for maintenance, replacement and upgrading of facilities				
Conduct regular audits of classrooms, Seminar halls and library to check the need for replacement or repair of furniture, and redecoration or maintenance work	Conduct regular audits; Report findings to the Principal & HOD for Administration; take action on the basis of the reports; keep maintenance records up to date	Annually	Principal HOD for Administration & Financial Affairs	Audit reports/checklists Maintenance records * Evidence of upgrading / new purchases * Facilities budget records * Replacement rate for IT equipment
Ensure that all seminar halls and labs are assessed annually for adequacy of space, numbers of machinery, and need for upgrading	Produce an annual report on workshops leading to an action plan, implementation of improvements, and greater student access	Annually	Principal HOD Head of Departments	the number of student hours (hours x students) in workshops/labs * Survey evidence of student satisfaction with workshops/labs
5.2 Achieve maximum efficiency in use of College space (classrooms, Halls, labs)				
Ensure efficiency of use of classrooms, labs and other halls	All classrooms, labs and halls used for a similar number of hours per week and per semester	Throughout the academic year	Principal HOD & Administration & Financial Affairs	Data on use available in a standard format for all classrooms, labs and workshops

5.3 Ensure that all lab equipment is well maintained and securely stored

Keep servicing records and serial numbers for all lab equipment	Servicing records kept on file by Head of departments.	Throughout the academic year	Head of the departments	Up to date servicing records for hi-tech equipment * Serial numbers of hi-tech equipment on file Stock register
Put in place formal procedures for booking and returning hi-tech equipment	Signing in and signing out procedures Implemented. Records of borrowing kept.	Throughout the academic year	Head of the departments	Records of booking out and in of hi-tech equipment available and up to date

5.4 Actively seek student feedback on the College facilities and equipment

Provide students with the opportunity to complete a survey once per year	Survey carried out; results collected; results discussed at College Board	At the end of academic year	Principal HOD Administration & Financial Affairs	Survey evidence of student satisfaction with facilities and equipment * College Board minutes and action taken
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5.5 Ensure that the College facilities, equipment and work practices health and safety policy

Conduct regular inspections of facilities, equipment and work practices to ensure compliance	Inspections carried out; any recommendations for action formally reported to the Principal	Throughout the academic year	Principal HOD Administration & Financial Affairs	College health and safety policy and procedures in the IQAC Documentary evidence of inspections and actions recommended to the Principal
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Standard 6: Financial Planning & Management

“Ensure that financial planning and management reflects international good practice”

Strategies	Implementa- tion Steps	Achieved By	Responsibility	Indicators/Evi- dence
6.1 Make best use of existing financial resources and maximize College in- come from all sources				
Ensure that the College Board advises And Prin- cipal on College planning and budget allocation	College Board dis- cusses planning and budgetary issues and pro- vides recommen- dations	Every academic year	Principal	College Board meetings * Annual budget reports
Reduce long-term operating costs	Operating costs fall in real terms on a year by year basis	Throughout the academic year	Principal HOD for Admin & Financial Affairs	College accounts
Increase College income from sources such as fundraising and grants	Income from these sources increases year on year as a per- centage of overall College income	Throughout the academic year	Principal HOD for Administra- tion & Financial Affairs	College accounts
6.2 Put in place contingency plans to handle adverse circumstances				
Risk management strategy drawn up and revised annually	Major risks identified and contingency plans drawn up	Throughout the academic year	Risk manage- ment strategy drawn up and revised annually	Major risks iden- tified and con- tingency plans drawn up

Standard 7: Staffing & Employment Procedures

“Develop its staff, offering opportunities for professional and personal growth and development, (and) rewarding hard work”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
7.1 Play a full role in the recruitment and retention of excellent specialist staff				
Identify staff shortages promptly and accurately, and inform the management	Staff shortages identified promptly by HODs and then communicated by the Principal to the management	Throughout the academic year	Principal , Heads of Departments	* Itemized lists of staff shortages sent from HoDs to the Principal and then to the management * Lists kept on file in the Principals office
Produce clear College procedures for the periodic identification of staff shortages	Procedures set out in the IQAC and followed as a matter of routine	Throughout the academic year	Principal for Admin & Financial Affairs	Procedures available in IQAC * Documentary evidence from selection panels for interviews
Ensure that new staff receive a full and formal induction on arrival	Induction policy and procedures set out in the IQAC and followed in day to day practice	Throughout the academic year	Principal for Admin & Financial Affairs	Policy and procedures available in IQAC * Newly appointed staff have received induction
7.2 Put in place a staff appraisal system across the College				
Produce clear and explicit procedures through which all staff are subject to regular appraisal	Procedures set out in the IQAC and routinely followed	Throughout the academic year	Principal , Heads of Departments	Procedures available in IQAC * Staff records

7.3 Establish a Human Resource Development (HRD) strategy, focusing on staff development

Link staff appraisal to staff development	Appraisal of individual staff often leads to staff development opportunities	Throughout the academic year	Principal , Heads of Departments	HRD strategy incorporated in the IQAC Documentary evidence of staff appraisal leading to staff development opportunities
Reward excellent performance by all staff	Excellent performance by any member of staff (academic or non academic) formally noted and commended by the Principal	Throughout the academic year	Principal HOD	Letters of recommendation * HRD records

Standard 8: Research

“Achieve and sustain a national and regional reputation for excellence in technological and applied research and scholarly activity of benefit to scholars and society .

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
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8.1 Ensure that research and other scholarly activity (such as consultancy) achieve strong emphasis

Set up a Research & publication Cell Committee	Research & Publication Cell Committee set up, meeting regularly, and taking concrete actions	At the beginning of every academic year	Principal IQAC	Minutes of the Research & Scholarly Activity Committee * Research and Scholarly Activity undertaken by staff is logged annually
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Support students in research and publication	Student support activity and welfare activity	Aim to achieve install Plagiarism Checker at library by 2022. Aim to achieve 10% students publications by the end of 2022	IQAC	
Support Teachers in research and publication	Staff Welfare Measures	Aim to achieve a minimum of 50% faculty publication by 2027. Aim to help minimum of 10% faculty to attain entry into PhD program.	IQAC	Staff welfare fund under the head of Acquisition Assistance Fund
Support staff who apply for external funding for research or consultancy	Staff pursuing external funding discuss with the Principal, draft a proposal, and forward to the university	Throughout the academic year	Principal	College income from consultancy increases year on year * Consultancy fees per full-time academic staff member

Standard 9: Community Relationships
“Foster an open and fruitful relationship with public and private sector organizations and with the community at large”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
9.1 Engage with local and regional communities through a marketing strategy encompassing both outreach and in-College events and activities				
Set up a APEC under IQAC reporting to the Principal for Administration & Financial Affairs	A functioning APEC established and staffed	Aim to establish by 2018	Principal for Administration & Financial Affairs	APEC in place * Records of activity by the APEC

Draft a College Extension strategy and have this approved by Academic Council	College Extension strategy approved annually	At the beginning of every academic year	Principal for Administration & Financial Affairs	Detailed and up to date College Extension strategy available
Establish and maintain effective relationships with print and broadcast media(publicity)	Increase annually the volume of positive media coverage of the College	Throughout the academic year	Principal for Administration & Financial Affairs	Systematic monitoring of TV and radio output College coverage in print media kept on file
Institute or strengthen Induction	College Open Day held (Induction for UG and PG separately) Annually along with Talents day	At the beginning of first semester	Principal IQAC Departments	Estimates of numbers of people attending the Induction * Media coverage of the Induction day * Participation of family members of staff
Invite eminent speakers to College events and invite guests	At least five event held per semester per department	Throughout the academic year	Principal Union advisor	Media coverage of the event * College magazine donations

Standard 10: Physical and Academic facilities
“State-of-the-art infrastructure and cutting-edge resources bolstering academic excellence and fostering holistic development in a vibrant learning environment.”

Strategies	Implementation Steps	Achieved By	Responsibility	Indicators/Evidence
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10.1 Ensure that College facilities are well managed, effectively used, and innovatively developed”

Ensure that academic facilities support the curriculum goals and learning outcomes.	Establish a cross-functional team responsible for overseeing the planning and implementation of physical and academic facility strategies.	Aim to establish by 2018	Principal for Administration & Financial Affairs	planning and its deployment
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10.2. Upgrade existing infrastructure to meet safety, accessibility, and regulatory standards

<p>Conduct a comprehensive assessment of current physical facilities to identify strengths, weaknesses, and areas for improvement</p>	<p>Define assessment criteria and objectives.</p> <p>Assemble a team with expertise in architecture, engineering, facilities management, and relevant stakeholders.</p> <p>Schedule walk-throughs of all physical facilities.</p> <p>Gather data on building age, condition, maintenance history, and compliance with regulations.</p> <p>Analyse collected data to identify strengths, weaknesses, and improvement areas. Compile assessment findings into a comprehensive report</p>	<p>Aim to achieve extension to Eastern Block (3 fold building in 2019 and another 3fold building in 2022)</p> <p>Aim to establish Resource centre, an extension to Library for Research purpose in 2021.</p> <p>Aim to establish Skill Centre to ensure employability enhancement of students by 2022.</p> <p>Aim to establish E-content development centre to ensure e-content creation of both staffs and students by 2022</p> <p>Aim to achieve a separate building for library by 2027</p>	<p>Facilities Management Department:</p> <p>Overseeing the assessment process. Coordinating the team and scheduling walk-throughs.</p> <p>External Consultants (if applicable):</p> <p>Providing expertise and guidance in the assessment process.</p> <p>Cross-Functional Team:</p> <p>Providing insights and perspectives from their respective departments</p>	<p>Comprehensive assessment report detailing strengths, weaknesses, and improvement areas of physical facilities</p>
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10.3. Budgeting and Resource Allocation

<p>Allocate sufficient funds for maintenance, upgrades, and new construction projects</p>	<p>Assess current and future maintenance needs, upgrade requirements, and potential new construction projects.</p> <p>Necessary approvals and funding allocations.</p>	<p>Develop and manage the budget for maintenance, upgrades, and new construction projects</p>	<p>Finance Department</p>	
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10.4 Infrastructure Development

<p>Upgrade existing infrastructure to meet safety, accessibility, and regulatory standards.</p> <p>Invest in technology infrastructure to support modern teaching methods and administrative functions.</p>	<p>Conduct an assessment of current infrastructure to identify deficiencies.</p> <p>Develop upgrade plans to address safety, accessibility, and regulatory requirements.</p> <p>Research and select technology solutions aligned with teaching and administrative needs.</p> <p>Implement upgrades and technology infrastructure enhancements.</p> <p>Provide training and support for staff to utilize new technologies effectively</p>	<p>Infra-structure development other than building for beatification of campus or to build collegiality among the stake holders</p>	<p>Facilities management oversees physical upgrades</p>	<p>Compliance reports demonstrating infrastructure upgrades meet safety and accessibility standards.</p>
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10.5 Space Utilization

<p>Analyze space utilization patterns to optimize the use of existing facilities.</p> <p>Implement flexible scheduling and room-sharing strategies to maximize efficiency.</p>	<p>Gather data on space utilization through surveys, occupancy sensors, and scheduling systems.</p> <p>Analyse usage patterns to identify underutilized spaces and peak demand times.</p> <p>Develop flexible scheduling policies and room-sharing strategies.</p> <p>Implement scheduling software to manage bookings and optimize space allocation.</p> <p>Monitor usage metrics regularly to fine-tune strategies and adapt to changing needs.</p>	<p>Annually</p>	<p>Facilities management</p>	<p>Increased occupancy rates for shared spaces, reduced scheduling conflicts, and improved efficiency in facility usage.</p>
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1. Environmental Sustainability:

<p>Incorporate sustainable design principles into new construction projects.</p> <p>Implement energy-efficient systems and practices to reduce environmental impact and operating costs.</p>	<p>Incorporate sustainable design principles like passive heating/cooling, efficient lighting, and green materials.</p> <p>Conduct lifecycle assessments to minimize environmental impact</p>	<p>Annually</p>	<p>Facilities management</p>	<p>Green Audit Energy Audit Environment audit</p>
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Safety and Security

<p>Implement security measures to ensure the safety of students, staff, and visitors.</p> <p>Conduct regular inspections and maintenance to identify and address safety hazards.</p>	<p>Conduct a security assessment to identify vulnerabilities.</p> <p>Develop and implement security protocols, including access control, surveillance systems, and emergency response plans.</p> <p>Train staff and educate students on security procedures.</p> <p>Regularly inspect facilities for safety hazards.</p> <p>Address identified hazards through maintenance and repairs.</p>	<p>Annually</p>	<p>Facilities management</p>	<p>Reduced security incidents, improved response times to emergencies, compliance with safety regulations, and records of completed inspections and maintenance tasks.</p>
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Key Performance Indicators (KPIs)

The IQAC has identified the key performance indicators related to the development of College with respect to various areas. The developments are split into various stages spread across their perspective timelines. The data is illustrated in the data below.

STAGES	TIMELINE
Level 1	01 - 03 Years
Level 1	01 – 06 Years
Level 1	01 -10 Years

Parameters	Target Key Performance Indicator	Level 1	Level 2	Level 3
Pass Percentage	80%	80%	90%	100%
ICT Adoption by Faculties	100%	70%	90%	100%
ICT Adoption by students	100%	60%	80%	100%
Alumni Registration and Management	100%	50%	80%	100%
Student Support and Progression	100%	85%	95%	
ICT Enabled Classrooms	100%	40%	70%	
LMS	100%	80%	90%	100%
Admission automation	100%	90%	100%	
Exam automation	100%	80%	90%	100%
Cashless campus	50%	10%	25%	50%
Placement support	100%	90%	100%	
Student Mentoring Support	100%	100%	100%	100%
Inclusive support	100%	100%	100%	100%
Library automation	100%	50%	70%	100%
Certificate Courses	100%	50%	70%	100%
Ph. D. Percentage	30%	20%	50%	100%
Publication Percentage	100%	30%	60%	100%
Books Published Percentage	100%	30%	60%	100%
Patents	30%	10%	30%	50%
Providing creative enriching learning experiences.	100 %	80%	90%	100%
Conducive Learning Ambience and holistic Education	100 %	80%	90%	100%
Student centric activities	100 %	80%	90%	100%
Staff development programmes	100 %	80%	90%	100%
Infrastructure	100 %	80%	90%	100%

A large, stylized teal wave graphic that starts from the bottom left, rises to a peak, and then flows towards the right, ending at the bottom right. The wave is filled with a solid teal color and has a thin, bright cyan outline.

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