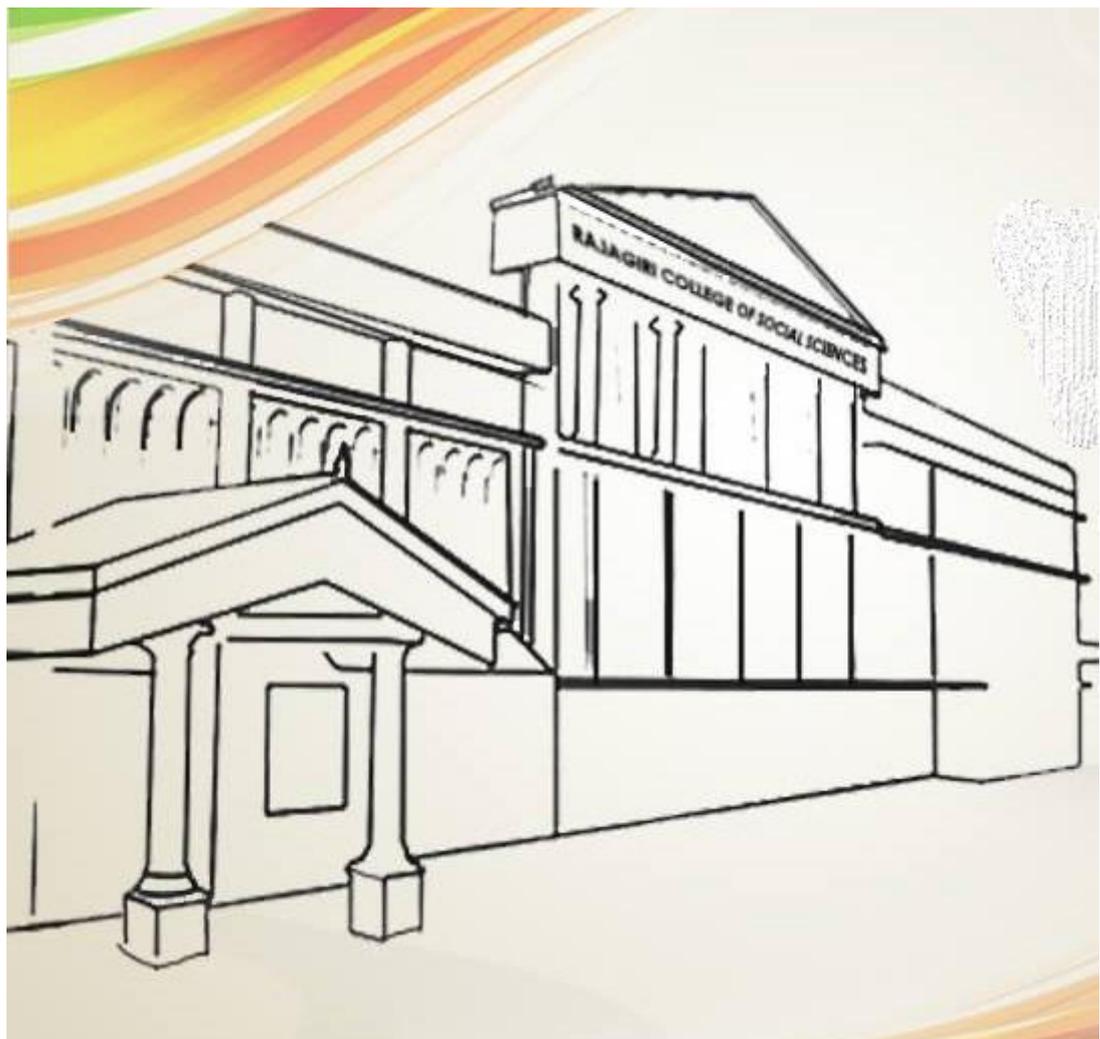


RAJAGIRI COLLEGE OF SOCIAL SCIENCES (AUTONOMOUS)

INTERNAL QUALITY ASSURANCE CELL

INSTITUTIONAL STRATEGIC PLAN FORMULATION



Vision

To become a Centre par excellence of learning, unique in experience, value-based in its approach, and pioneering in its efforts for enriching and fulfilling
LIFE

Mission

To facilitate comprehensive and integrated development of individuals imbued with righteousness and courage of conviction to effectively function as social beings

Core Values

Serve: To develop the mindset of service to society and work purposefully towards safeguarding social goals in one's path of professional development.

Mutual Respect: To develop a mindset of appreciation and respect for each other.

Integrity: To develop uncompromising adherence to moral and ethical character

Learn: To follow a path of continuous learning with a spirit of inquiry that ensures depth and currency of knowledge in one's focus area.

Excel: To ensure high quality and excellence in all one's endeavors.

Preface

Rajagiri College of Social Sciences drafted out its strategic plan which draws out action plan for achieving the institutions Mission. The strategic planning process was initiated by the IQAC to give a strategic direction for growth. A Strategic Plan Advisory Committee (SPAC) was constituted in the year 2017 with the following Members:

Dr. Joseph I Injody, Execustive Director

Dr. Binoy Joseph, Principal

Dr. Mary Veenus, IQAC Coordinator

Dr. Veeva Mathew, Assistant Professor

Dr. Smitha Saji, Assistant Professor

Dr. Minimol M.C, Assistant Professor

Dr. Susan Mathew, Assistant Professor

Dr. Kiran Thampi, Assistant Professor, International Office

Dr. Abilash G Nambudiri , Assistant Professor, RBS

The Process

In order to have a better structure to the strategic plan, the strategic planning advisory council adopted the five pillars of knowledge delivery which was the guiding pillar goals for the institution. They are:

1. Admissions & Selection: Enrol, educate, and graduate the most promising, deserving, and diverse student pool possible.
2. Academic System : Motivate all students with an education that is innovative, distinctive, and of the highest quality, and that inspires in them a zest for learning
3. Faculty excellence: Maintain and enhance efforts to recruit, nurture, and retain diverse faculty members who are outstanding scholars and teachers
4. Student Outcome: Improve our outputs by enhancing academic excellence, creativity in our students and thereby contribute to the betterment of society

5. Infrastructure: Create a most modern and conducive educational environment which facilitates free thinking and efficient knowledge delivery system

SPAC gathered input from students, faculty, administrators and advisory boards regarding continued appropriateness strategic goals and objectives. This input was collected during Faculty council meetings, meetings with student groups, and meetings with various advisory boards. The first Plan document was drafted for fifteen years for the year 2018- 2032.

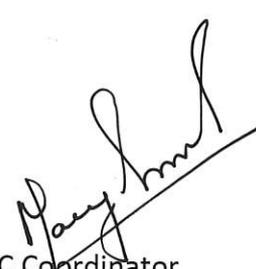
Revision

SPAC revised the strategic plan document in accordance with the New Education Policy, and a revised Plan document was drafted for the year 2020-2035.

Revised as on: 18th February 2020



Principal
BINOY JOSEPH Ph. D.
Principal
Rajagiri College of Social Sciences
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IQAC Coordinator



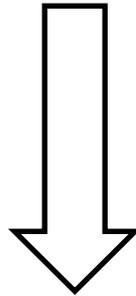
SWOT Matrix for RCSS

	<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Management Commitment. 2. Legacy and Brand Value in Kerala. 3. Alumni Network. 4. Infrastructure. 5. Human Resources. 6. Foreign Collaboration. 7. Strong Outreach experience 	<p style="text-align: center;">Weakness</p> <ol style="list-style-type: none"> 1. Low visibility outside Kerala. 2. Funding source depended on fees. 3. Small Size. 4. Lack of diversity. 5. Lack of differentiation. 6. Lack of core-competency 7. Low research focus
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Growing Industry. 2. Demography advantage. 3. Emerging market for skill development. 4. Rise of entrepreneurship 5. Scope for Industry Linkages 6. Social entrepreneurship growth 	<p style="text-align: center;">Opportunity-Strength Strategies</p> <ol style="list-style-type: none"> 1. Expand the reach of RCSS. 2. Develop more skill development programs. 3. Consolidate strength in Kerala. 4. Work for Degree Granting Institution status. 5. Leverage Incubation cell 6. Leverage Corporate Network. 	<p style="text-align: center;">Opportunity-Weakness Strategies</p> <ol style="list-style-type: none"> 1. Develop brand outside Kerala. 2. Generate more funding opportunity through networks. 3. Develop consultancy as a funding resource. 4. Increase brand reach outside Kerala. 5. Find and strengthen core competence.
<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Competition for students– National and International 2. Competition for human resources– National and International 3. Over-regulation. 4. Change in attitude towards learning. 5. Technology Disruption like MOOC. 	<p style="text-align: center;">Threat-Strength Strategies</p> <ol style="list-style-type: none"> 1. Develop brand inside Kerala. 2. Build a bridge with regulators. 3. Focus on outcome-based learning to attract prospective students. 4. Strengthen placements to deliver more value. 5. Create environment for attracting and retaining human resources 6. Build technology capability for enhanced teaching and learning. 	<p style="text-align: center;">Threat-Weakness Strategies</p> <ol style="list-style-type: none"> 1. Consolidate position in the Home state for sustainability. 2. Build brand as a differentiator. 3. Increase scale of courses and departments. 4. Create Research centers in all departments.

Strategic Plan Process

Strategic Goals for 2035

1. To become a Degree-Granting College in 2025, University by 2032 and Institution of eminence by 2035.
2. Be acknowledged as one among the Most Highly Respected University /Institution focused on Teaching and Learning by 2032.
3. Sustain and Enhance Excellence in Scholarship, Research, and Social Impact.
4. Expand the global footprint by having students from around the globe enrolling in Rajagiri College of Social Sciences' programs.
5. To create a sustainable, world-class, infrastructure that creates an effective learning environment.



Tactical Objectives and Plans

Goal 1: To become a Degree-Granting College in 2025, University by 2032 and Institution of eminence by 2035

The vision of the founders of Rajagiri Group of Institutions is to create a University of Excellence. The process of becoming a university requires the approval of Central and State Government and other regulatory bodies. The task is to get the approval of the authorities where a lot of external factors play a critical role.

Strategic Performance Measurement: Achievement of College Granting status in 2025, University status by 2032 and Institute of Eminence by 2035. Development of University infrastructure. Funds Generated, Organizational Structure Creation. HR appointments.

Key Milestones: Government Approval, Application Submission, Visit of the expert committee, Final Approval.

Key Risks: Government and Regulatory policy yet to be framed .

The college has identified the first milestone towards becoming the University as becoming a Degree Granting Institution.



Since the regulation regarding awarding Degree-Granting Status is still to be framed, the strategic plan presented here is in view of the larger goal of becoming a University.

Strategy 1. 1: Create Scale in terms of Schools and Courses

Actions

- The NEP 2020 has far reaching implications on the strategic plan envisaged by RCSS. The draft NEP is focused on creating large, multi-disciplinary institutions that has scale and scoe. Degree Granting status will be given to institute with sufficient scale in terms of courses and departments. The immediate priority of RCSS is to create enough scale in terms of the programs by launching new programs and departments.

- The institution should develop a new culture of multi-disciplinary flexible academic design that is in line with NEP 2020. The departments and faculty domain should be geared to deal with the easy entry/exit, credit transfer options envisaged in NEP 2020.

Strategy 1.2: Financial Stability and Funding for Institutional Development

Actions

- There are a lot of infrastructural requirements for applying for degree granting status. That requires a lot of resources and funding is a priority for RCSS. Create a sustainable financial sourcing model with a diversified funding source reducing overdependence on fee income.
- An endowment will be created which will be a source of funding for RCSS. The endowment will solicit donations from Alumni, Industry and other stakeholders. The endowment will be handled by an internal group who has expertise in treasury management.

Strategy 1. 3: Faculty and Staff Development for transformation into a Degree-Granting Institution and University

Actions

- For Degree Granting Institution status, each school /departments should have a requisite number of Professors, Associate and Assistant Professors. Hence recruitment will be made for these positions to meet the requirements. Various departments will be intimated to give a resource plan indicating the gap in terms of requirements and expected cost and budget for meeting those requirements. (Detailed regulations is awaited as per NEP 2020)
- The existing Faculty Policy will be redrafted to incorporate the changes mandated by regulatory authorities like UGC.
- A multi-disciplinary institution requires a robust administrative infrastructure which is much different in terms of depth and scale compared to an institution focused on limited domains. Hence RCSS will be investing in scaling up administrative resources

to meet the needs of a University.

- A comprehensive HR policy that meets the regulatory requirements and also caters to the needs of the faculty will be drafted.

Strategy 1. 4: Develop opportunities for placement and entrepreneurship for students

Actions

- Since insitutions under NEP 2020 would cater to a larger number of students from diverse streams, the office of corporate relations would be strengthened to meet the needs of a larger group.
- RCSS envisages that the future institutions would generate entrepreneurs who will, in turn, create jobs for the society. NEP focuses more on skill development and holistic learning. RCSS should develop its academic design in tune with the new focus on skilling rather than just academic delivery. A state of the art Incubation Centre would be set up to promote entrepreneurship thereby providing impetus to societal growth.

Strategy 1.5: Infrastructure for University

Actions

- NEP 2020 envisages less number of large institutions which cater to a large number of student pool. Universities and institutions of the future require extensive infrastructure to cater to a large number of students, different schools/departments, faculty members, hostels etc. The immediate priority of RCSS will be to cater to the regulatory requirements that will enable us to apply for Degree Granting Institution status. A task group will be created for identifying the infrastructure gap and suggest a plan to bridge the gap.
- NEP has changed the current structure of a three year degree program to a 4 year program with option for students to exit at various points. This creates infrastructural challenge for RCSS especially at the under-graduate level. Infrastructural changes to accommodate this flexibility should be planned immediately to cater to a smooth transition.
- RCSS wants to develop world-class infrastructure both in terms of physical and knowledge infrastructure. RCSS would be investing in developing infrastructures like classrooms, library, lab etc specific to the needs of various departments and schools.

- Since insitutions envisaged under NEP 2020 will be accommodating a large number of students, infrastructure like hostels, recreational facilities etc will be created as per the regulations of the UGC or relevant authority as per NEP.
- An infrastructure team will be created who will recommend the necessary details and budget.

Tactical Plan

Goal 1 : To become a degree-granting institution by 2025			
Short-Term Objectives	Key Performance Measure	Key Person Responsible	Timeline of Execution
Creation of team which work towards achievement of Degree-Granting Status as first milestone	Requirement Identification Process conformance	Principal	3 Months
Create plan for scaling up courses and infrastructure	Plan approval	Head of the Institution	3 Months
Create Human Resources Plan in line with the scaling up of various schools.	Plan approval by academic council	HODs of various departments	3 Months
Creation of financial budget	Plan approval by Management	Management Committee	3 Months
Creation of administrative structure for degree granting institution	Plan approval by Management	Management Committee	2 Months
Strengthening of various offices like corporate relation, alumni, student affairs etc.	First Phase – Plan creation and approval. Second Phase – Execution	Respective Heads of these domains	6 Months

Goal 2: Being acknowledged as one among the Most Highly Respected**University/Institution focused on Teaching and Learning by 2032**

RCSS will encourage the development of an enriching student experience through innovation in teaching and learning, enhancing the holistic development of students through immersive learning pedagogy. The institution believes that students learn more by doing and hence the entire pedagogy is designed to give student's hands-on experience with the concepts. According to NEP 2020, Degree granting institutions will be focused on teaching and learning while Universities are more research oriented. Also NEP recommends two types of universities – Research and Teaching. RCSS initially has to focus on its teaching and learning competency as a degree-granting institution.

Strategic Performance Measurement: Feature among top 10 institutions/university in India in various rankings, ratings; Various schools ranked among top 10 in rankings, Global accreditations for programs, High scores in Teaching and Learning component in rankings and accreditations.

Key Milestones: Annual Growth in Rankings of various schools in ranking by reputed rating/ranking agencies. NAAC, NBA accreditations.

Key Risks: Competition. Culture, Costs involved in accreditation conformation.

Strategy 2.1: Enrich Student experience through pedagogical innovation, immersive learning, student-centric pedagogy, and living environment.Actions

- NEP has put lot of focus on skill development among the student community. RCSS would like to have the students develop key competencies like Leadership, Teamwork, Communication Skill, Social Sensitivity etc. The institute believes that these skills are developed in students by encouraging them to participate in various extra-curricular events and inter-collegiate competitions. The existing Immersive Learning framework would be strengthened by including innovative activities under the four dimensions.
- RCSS believes that students would gain a holistic perspective through interacting with a diverse set of cohorts. Hence RCSS would be investing in building a diverse community of students, staff and faculty members so that a vibrant cosmopolitan

experience can be given to the students.

- We will Increase faculty engagement with students aimed at augmenting the students' life-transforming experience and favoring the development of their abilities, skills, and competencies through the effective mentoring program. We will invest in training our faculty members to become excellent mentors for our students thereby enriching the student's life at Rajagiri.
- RCSS commit to continue and strengthen efforts to innovate the teaching model, enhancing the use of interactive methodologies, tools, and technologies aimed at improving the learning process of students. A teaching philosophy will be formulated that will act as the differentiator for RCSS in the Teaching and Learning domain.
- RCSS will strengthen the existing incubation center Lé Cocoon and Student Success Centre by expanding the resources and extending it to the entire institution.
- Assessment and feedback is vital in any teaching and learning endeavor. RCSS would develop competency in analytics and use data to measure the student's learning, competency and satisfaction. Assessment and Development Centre would act as the facilitator for this .

Strategy 2.2: Retain and Develop excellent faculty

The faculty is the key to success of any institution of repute. RCSS recognize this and will ensure that there is a resource pool of faculty members who have a high caliber of research and teaching. We will encourage the recruitment and retention of quality faculty resource by committing greater rewards for excellence in teaching and research. We will ensure that RCSS have a best faculty-student ratio.

Actions

- Faculty size: Fine-tuning the number of faculty in terms of the number, quality, and competency. We will ensure that all the schools under RCSS would have an adequate number of faculty resources to pursue teaching and research. Three tracks of faculty viz. Academic track, Research track and Practice Track would be created with separate KPI for each track. The NEP 2020 focus more on scale hence, lot of investment in creating a large pool of multi-disciplinary faculty strength is vital in RCSS' march towards a university.

- Faculty composition: We intend to strengthen the research output of our various schools by recruiting faculty with research aptitude and competency. The institution would strive to broaden the diversity of the faculty resources in terms of gender and geography.
- *Faculty internationalization*: We plan to recruit professors and associate professors from the international job market. The plan is to start with visiting professor position for international faculty resources and then building regular positions from there. The target for 2030 would be to increase the percentage of foreign faculty members by 10 percentage points from the current level.
- Recruit Faculty with Ph.D. over the next five years and encourage existing faculty members who do not have Ph.D. to complete their doctoral degree. The goal is to have all the faculty members having their doctoral degree by 2025. RCSS needs to strengthen its PhD center to develop a resource pool and also its research capabilities.
- Keep the average salary of the faculty members above the median among the peers. We wish to open up new avenues for the funding of additional resources in the faculty domain. RCSS has identified consultancy and training division as a prospective resource generating division. Efforts are on to develop the division by recruiting of experts in various domains for consulting and training.

Strategy 2.3: Harness technology to develop teaching and learning

We will use the digital technology environment to open new ways to discover, test, create, and advance knowledge that will enhance the teaching and learning of our students. We will increase its capacity to provide faculty, students, and staff with access to high-quality, physical and virtual educational environments; transform education to reflect new realities and to lead in translating those to life skills and workforce development; and push the capacity of digital tools and technologies to empower our research on the world's most pressing challenges.

Actions

- Encourage faculty, students, and staff to use the strength of technology to enhance the teaching and learning process. RCSS already is using ERP and LMS for delivering the course resources and educational processes. We will try to enhance the effectiveness and robustness of the existing technology.

- MOOC is a game- changer in the delivery of education. RCSS plans to introduce its own MOOC program for internal and public consumption.
- Create an effective Information Technology (IT) platform and infrastructure that support the academic and research need of the institute in a financially viable manner.
- We will use the cutting edge technology to create an environment of collaborative work among the faculty and students thus creating a culture of collaborative work and sharing.

Strategy 2. 4: Enhance student and faculty diversity

Since NEP 2020 calls for large-scale multi-disciplinary institutions, RCSS needs to expand the student-pool to create such large number of enrolment. So diversity has to be an important priority for RCSS. Having a diverse community of faculty and student would enhance the teaching and learning process and increase the exposure of both student and faculty to a wide range of experience. In the next five to ten years, RCSS would strive to increase the diversity in terms of gender and geography.

Actions

- RCSS will create specific goals for each department/ school in terms of gender/ geographic diversity of students and faculty members and each school/department would provide actionable inputs in achieving the goals.
- RCSS will create a necessary infrastructure that will facilitate easy socialization of the new members who come from different parts of the country. The infrastructure includes canteen facility which supports the diverse culinary needs of the members, facilitation of accommodation of faculty members who relocate to RCSS from other parts of the country.
- We will ensure that all schools/department will give appropriate attention and focus on increasing the diversity through effective monitoring. The department/schools will include diversity as an important pillar in their strategic plan.

Strategy 2.5: Develop highly relevant course curricula, focus on learning outcomes.

Teaching is the core responsibility of any institution of education. As an institution, RCSS has to ensure that the students get the best of the resources, environment, and support for learning. For this, the involvement of all stakeholders is necessary. RCSS commits to invest a major amount of focus and resource to enhance the learning outcomes of the students.

Actions

- We want all departments/schools to have a robust list of competencies/Graduate Attributes for their students. These attributes should be used to derive the learning outcomes of various courses and each department/school should map these Learning Outcomes to courses so that at the end of the program, all learning outcomes are effectively embedded in the various courses.
- RCSS want all schools/departments to develop a robust assessment of the learning outcomes and ensure that these assessments are standard and transparent. The Assessment and Development Centre (ADC) would be expanded by investing in resources and encouraging the center to take projects from the industry.
- We will ensure that the students would be given feedback on their performance on the learning outcomes.
- RCSS want all schools/departments to develop a system where the assessment reports are discussed and necessary actions are taken on weaker outcomes.
- RCSS will encourage faculty members to innovate on pedagogy and also suggest innovations that go beyond classrooms.

Tactical Plan

Goal 2: Be acknowledged as one among the Most Highly Respected University focused on Teaching and Learning by 2032			
Short-Term Objectives	Key Performance Measure	Key Person Responsible	Timeline of Execution
Creation of positions responsible for learning and pedagogy	Performance of students. Number of training programs across departments. Number of innovative pedagogy implemented.	Respective Head of Departments.	3 Months
Faculty Development programs on teaching and learning	Number of training programs. Feedback of faculty members	Management Committee	3 Months
Creation of Faculty recruitment and retention plan for next 5 years.	Number of faculty recruited. Retention Ratio. Faculty Diversity	HODs	6 months
Driving Faculty Internationalization	Number of international faculty recruited.	Office of International Relations	5 years
Audit of current technology platform and creation of plan for technology up-gradation.	Plan approval by management.	Systems Department	One year.
Drive towards student diversity with a target of 20% in every department.	Number of students from outside Kerala	Admissions Department	5 years
Creation of MOOC in every department.	Number of MOOC courses offered.	HODs	3 years
Launching of Executive programs in management.	Regulatory Approval. Enrolment in	RCBS management	Three years.

	Executive Education Programs.		
Strengthening MDP, training and consultancy programs.	Number of programs in MDP, training. Income from consultancy	Director-Consultancy	Three Years
Respective Programs to be rated among the top 25 in rankings.	Progression in ranking of programs and institutions by various agencies.	HODs	5 years

Goal 3: Sustain and Enhance Excellence in Scholarship ,Research and Social Impact

RCSS aspires to be a center of excellence in research which has an impact both on academics and industry. The institution wants all the faculty members to contribute to the body of knowledge of their respective departments through research and publication. Hence each school/department would be treated as centers of excellence in their respective domains.

Strategic Performance Measurement: Number of research publications from each school, Quality index of Rajagiri Journals, Doctoral students and awardees, Number of funded research projects.

Key Milestones: Doctoral Centers in all departments

Key Risks: Competition for HR resources. Research Culture, Balance between research and teaching

Strategy 3.1: Develop Centres of Excellence in Research in various schools

Actions

- Identify departments/schools which have the potential to deliver world-class research output in the next five years. These departments/schools would be given enough resources and mentorship to deliver results. Develop better criteria for each department to monitor and track research progress.
- Create Research Budget for each department/school for the resources needed for encouraging and conducting research. A research committee constituted at the highest level would oversee research fund allocations.
- Create positions of Head (Research) whose KRA would be to encourage research and

publication in the respective departments. Investment in resources like Research Assistants would be encouraged in line with the research budget.

- Each department/school would strive to recruit and retain faculty with research aptitude and create a system of mentorship for faculty members who are in their initial stages of research.

Strategy 3.2: Develop a culture of research in various departments and create strong performance management system.

Actions

- RCSS want to make research and publication to be one of the priorities of the faculty members. Hence every school/department would include research and publication as one of the key result areas of the performance management system. NEP also focus on inter-disciplinary research among the faculty members. RCSS should be creating a platform for nurturing inter-disciplinary research work.
- Adequate training and mentorship will be provided to the faculty members to develop themselves as excellent researchers.
- The departments would be encouraged to introduce research-based pedagogy like a dissertation, research projects to the students so that they can be converted into research and publication.

Strategy 3.3: Enhance financial support for research and development

Actions

- NEP 2020 envisages the creation of a research funding agency that will be responsible for giving funding to the institutions. We will encourage the faculty members to get funding for their research from AICTE, UGC, Government of India and other funding agencies. Necessary administrative support will be given by RCSS.
- RCSS would allocate a specific budget to ensure proper research output is produced by various departments. A research committee would be constituted which will monitor the effective use of the budget.
- RCSS recognizes that library is the primary resource center for any research-based

activity. The institute proposes to increase the focus on developing RCSS library as the best in the region by creating enough resources to develop both hard and soft resources.

- RCSS will encourage inter-departmental collaboration in research and publication.
- RCSS would encourage each school /department to have their own journal and ensure that it matches international standards.
- RCSS will invest in building the Rajagiri Journals to world-class journals by developing a strong editorial team and also through proper marketing.

Strategy 3.4: Develop doctoral research centers for each school

Actions

- Doctoral research centers are vital in the development of research output in organizations of higher learning. RCSS will encourage every school to become an approved research center for universities.
- RCSS would encourage the faculty members who are doctorate to enroll themselves as research guides at affiliated universities.
- All the research centers would be directed to conduct training programs to encourage the scholars to pursue excellent research.
- The current research programs would be strengthened with the addition of resources like experienced faculty members and other administrative resources.

Strategy 3.5: Create strong outreach activities that touch a large spectrum of stakeholders.

RCSS believes that the academic research should benefit all stakeholders especially the students, industry, and society.

Actions

- RCSS envisages that the research output of the various departments would benefit the large sections of the society. Hence we encourage research which is action-oriented and also those areas where there is a maximum impact. RCSS would thus encourage close working between the researchers and the live labs for identifying projects that have maximum impact on the society.
- For management programs, RCSS encourages the departments to work closely with

industry for identifying the research projects. RCSS wants to help the industry by disseminating the research output through conferences and workshops where the research output of the faculty members are shared.

- Rajagiri Outreach would be developed into a highly professional national NGO through expansion of scale and scope of activities. Rajagiri Transcend would be further strengthened and proper infrastructure for the same would be developed. Both these would be encouraged to be self-sustaining through raising funds from agencies and government programs.

Tactical Plan

Goal 3 : Sustain and Enhance Excellence in Scholarship and Research			
Short-Term Objectives	Key Performance Measure	Key Person Responsible	Timeline of Execution
Creation of Research Centers in every department.	Research Output. Grants Received. International Collaboration. Doctoral Candidates. Journals for each department.	HOD	One Year

Goal 4: Expand the global footprint by having students from around the globe enrolling in Rajagiri College of Social Sciences

The dream of the Rajagiri Management is to make RCSS an international hub for higher learning. We realize that it takes a lot of effort and investment to realize that dream. Over the last decade, the institution has made a lot of progress in building a collaborative relationship with universities abroad. We want to sustain the momentum and build on the solid foundation that is created.

Strategic Performance Measurement: Number of MOUs Signed, Active Relationships, Number of exchange programs, Number of global enrolments, International Faculty in rolls. Relationship Satisfaction.

Key Milestones: Annual Growth in MOUs ,

Key Risks: Regulations.

Strategy 4.1: Enhance the global outreach through increased collaboration with global universities.

Actions

- RCSS already has tie-ups with more than 30 Universities across North America and Europe. The institution would take steps to strengthen the tie-up through more intensive interactions. We will strengthen the Office of International Relations with more manpower and resources to foster new tie-ups with reputed Universities abroad.
- Increase the number of linkages to 60 in ten years across Europe and North America. We will give emphasis to build relationship with universities of repute across the world.
- Develop proper metrics for evaluation of the relationship in terms of faculty exchanges and student exchanges.
- RCSS would encourage the various schools/departments to identify areas where global linkages can be utilized.

Strategy 4.2: Develop and support more enrolment from across the globe

Actions

- The long-term objective of RCSS is to have at least 5% of its student enrolment from across the globe. This requires a lot of regulatory approvals and RCSS would be investing resources in achieving those goals.
- In order to attract enrolment from outside India, RCSS need to develop strong brand equity outside the host country. Hence RCSS has identified Accreditations as a brand building opportunity. We want all departments/schools to identify world-class accreditations and start working towards getting accredited globally.
- Necessary infrastructure would be developed to support the internationalization of the various programs.

Strategy 4.3: Develop globally relevant courses in all schools

Actions

- Every school/department should develop a short-term and long-term course specifically for the international students. These courses should be communicated to our partner universities to explore the possibility of getting student enrolment.
- Necessary training will be given to the faculty to develop competencies to teach to an internationally diverse group of students.

Strategy 4.4: Attract and retain faculty from across the globe and also encourage existing faculty to become globally competent.

Actions

- RCSS would devote its focus to attract international faculty members to teach at Rajagiri either on a visiting or permanent basis.
- Sufficient infrastructure will be created to ensure that the international members would feel at home at RCSS.
- RCSS would encourage its faculty members to develop competencies required to teach in a globally recognized institution.

Strategy 4.5: Create globally relevant research through collaborative research projects.

Actions

- RCSS already have a tie-up with 30 universities across Europe and North America. We

will encourage faculty members to have collaborative research projects with our partner universities.

- Each school/department should develop at least one research project every year with a partner university in the next five years.

Tactical Plan

Goal 4 : Expand the global footprint by having students from around the globe enrolling in Rajagiri College of Social Sciences.			
Short-Term Objectives	Key Performance Measure	Key Person Responsible	Timeline of Execution
Increase the number of collaborations across USA and Europe	Number of MOU signed	Office of International Relations	Three Years
Increase the number of international students (5%) in various departments	Number of foreign students	Office of International Relations	Three Years
Creation of specific courses for international students	Updated Syllabus and new courses like Summer/Winter Programs	HODs	One Year
Creation of appropriate living experience for International Students.	Plan approval by management	Office of International Relations	One Year
Collaborative research projects with partner universities.	Number of projects. Number of publications.	HOD	Three years
Global Accreditations for Respective Schools	Number of programs accredited.	Head of the Institute. Accreditation teams	5 Years

Goal 5: To create a sustainable, world class, infrastructure that support an effective learning environment.

Infrastructure is the most visible element in any educational institution. Infrastructure provides the ambiance and learning environment. Rajagiri is blessed with its green campus and also the location which is at the center of the commercial capital of the state.

The importance of infrastructure as a goal is high because RCSS is aiming to become a Degree Granting Institution that requires developing infrastructure to sustain a large number of courses and departments that will be created by the University. The infrastructure should also support the quest for internationalization which is one of the major goals of RCSS.

Strategic Performance Measurement: Benchmark scores in comparison with an exemplar institution, Satisfaction of students, faculty in infrastructure.

Key Milestones: Plan creation, approval by management, funding

Key Risks: Funding.

Strategy 5.1: Create world-class infrastructure in terms of classrooms, and technology that supports global and local students.

Actions

- Infrastructure is the backbone of creating an effective learning environment. RCSS constantly tries to provide the best infrastructure in terms of classrooms and other audio-visual equipment. In line with the stated objective of creating world-class infrastructure, RCSS will continue to invest in creating an environment that promotes teaching and learning.
- RCSS is also an institution which is sensitive towards the environment. Hence efforts would be made to create an infrastructure that promotes environmental sustainability. It is our endeavor to create a green campus where nature and modernity would co-exist.
- In the quest to create sustainability in power generation, RCSS would invest in harnessing solar energy to power its energy requirements. The goal is to generate

10% of the energy through solar in the next 5 years.

- In order to provide best services to visiting international faculty members and guests from the industry, RCSS would be investing in residential complex to cater to the needs. A separate block for MDP and Executive Education is in the long-term plan.

Strategy 5.2: Develop world-class learning infrastructure in terms of library, computing facilities, online resources etc.

Actions

- RCSS would be developing a world-class library which will cater the needs of the academic community across various schools and departments. Since the world is moving towards digital repository, RCSS would be focusing more on harnessing the digital resources which provide cutting-edge knowledge.
- RCSS would be strengthening the already robust networking system by adding more bandwidth. Security is also a priority; hence RCSS would be strengthening the IT department with more resources.
- RCSS would also invest in developing IT-enabled infrastructure to facilitate collaboration and engagement between teachers, students, various campuses, industry, potential students etc.

Strategy 5.3: Develop infrastructure for developing entrepreneurship, placement, Skill development,

Actions

- The management programs of RCSS already have a well-established entrepreneurship incubation center. The vision of RCSS is to extend it to all campuses and schools. We will invest in developing infrastructure for entrepreneurship development.
- Skill development is another focus of RCSS. RCSS currently developing infrastructure for its DDUGKY initiative. We will strengthen the resources for skill development that

will touch various stakeholders and bridge the crucial skill gap that is plaguing the nation at this point in time.

Strategy 5.4: Create avenues for funding the infrastructure requirements by creating endowments, revenue streams etc.

Actions

- The development of infrastructure requires a lot of funding. RCSS would be looking at developing resources for funding of infrastructure through endowments from alumni, create new revenue streams through Government grants etc.
- RCSS wants its various schools/departments to create a strategy for self-reliance in the infrastructure funding.

Strategy 5.5: Create strong infrastructure for corporate relations, consulting, alumni relations and outreach activities.

Actions

- RCSS will be investing in creating infrastructure for the outreach activities concerning the alumni and industry.
- The institute will be creating separate infrastructure for training, consultancy, and MDP. The creation of this infrastructure would be met through internal accruals especially through the contribution from Alumni.
- In the long-term, RCSS wants to develop a series of PG courses for working executives. This requires infrastructure and faculty resources. The institute aims to build the infrastructure by 2025.

Tactical Plan

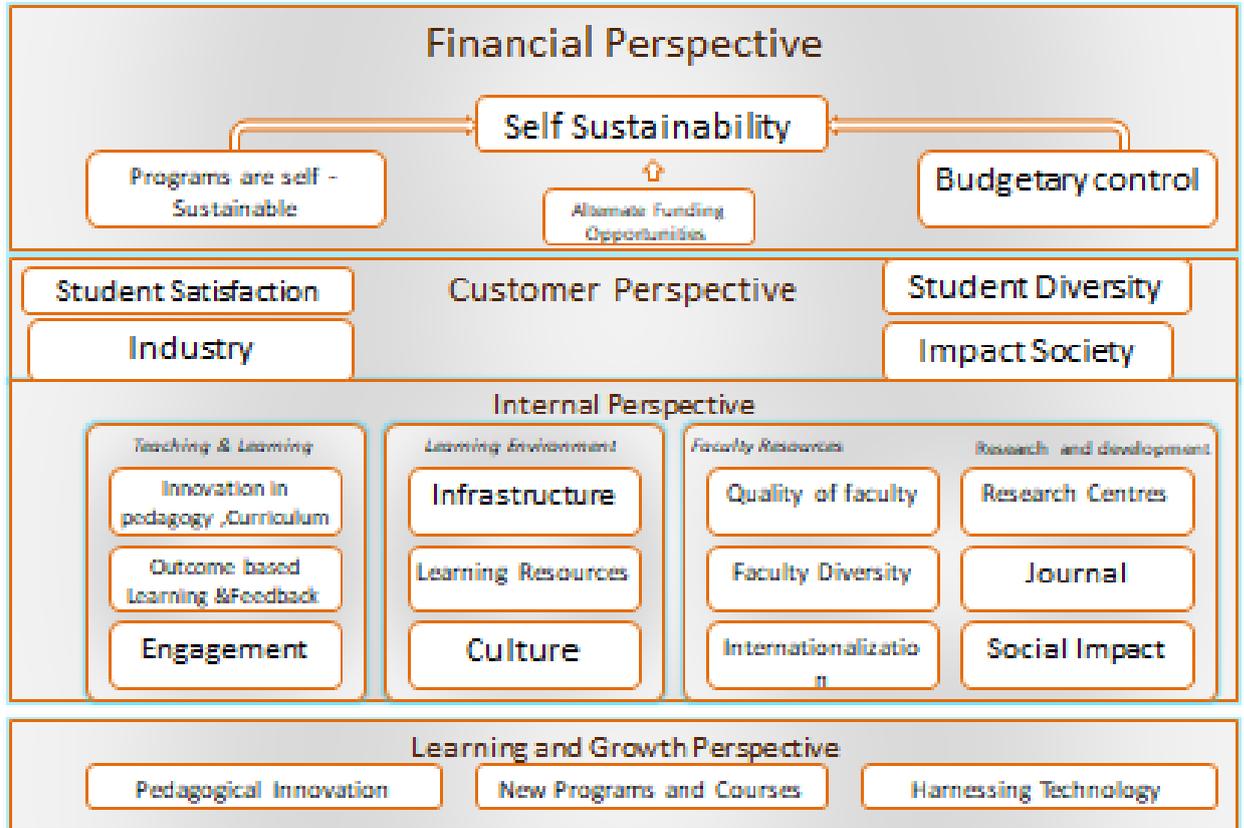
Goal 5 : To create a sustainable, best in the world infrastructure that is best that creates an effective learning environment.			
Short-Term Objectives	Key Performance Measure	Key Person Responsible	Timeline of Execution
Create a plan for infrastructure development in line with Degree Granting Institution and Internationalization	Plan approval by Management.	Management Committee	6 Months
Strengthening of Technology Platform	Plan approval and execution	Systems Department	Two years
Generating funding for infrastructure development.	Funds Raised.	Management Committee	One year
Creation of plan to develop sustainable power generation.	Plan Approval. Funds generated.	Engineering Department	Two Years
Strengthening the knowledge infrastructure including library and e-resources.	Number of books. Number of journals and e-resources.	Library department.	Two years
Developing dedicated MDP center and Executive Development Center.	Plan Approval by management. Fund generation	RCBS Management	Five Years
Dedicated infrastructure for international students.	Plan approval by management. Funding for the infrastructure.	Management committee	Five Years

Balanced Scorecard for Rajagiri College of Social Sciences				
Strategic Theme: Redefining Quality Centric Futuristic Education				
Objective	Measure	Target	Initiative	
Financial	Create Sustainable Funding	% Revenue share from non-fee funding > 30% year 5 > 50% year 10	Endowment creation Develop Consultancy Revenue	
		Budget Usage Debt burden	>80 usage minimize	Empowering HODs
	Financially Independent Schools	Operational Surplus	75% of schools generate operational surplus	Implement Budgeting for various schools
Customer	Enhance Student Diversity – National Enhance Enrolment of International Students Enhance Student Satisfaction	Number of Non-Keralite Students in each school. Number of international students in each school	NK > 25 % in first 6 Years., IS > 10% in 10 Years	Marketing Budget Strengthening Admission Department Increased collaboration with universities abroad. Admission offices in major states.
	Placement Industry relationship	Average CTC Number of incubated firms / Startups Corporate satisfaction MDP conducted	Management > 7 LPA Inc > 10 Corp. Sat >8 MDP satisfaction score	Competency development of students Entrepreneurship workshops Mentoring OCR to be strengthened. Liaison officers in Metros.

	Quality of Intake	# of referral admissions # of applicants to seats Mean Satisfaction Score Student retention rates Higher education	Referral > 20% Applications –define school wise Retention Rate >90% Satisfaction >90% Students opting for HE	Create measurement of referral admissions. Increase promotions Monitor satisfaction scores
	Relationship	Endowment contribution Alumni Relations – Meetings participation	Endowment > 25% in 10 years Alumni meeting participation 50% Alumni Satisfaction >90%	Creation of endowment plan. Incentivize endowment Strengthen office of alumni
	Internal Customer Satisfaction	Faculty Retention Ratio Faculty and staff satisfaction score	Retention ratio >80% Satisfaction >90%	Infrastructure for faculty Incentivize faculty /staff performance
	Impact on society	Number of outreach programs Number of beneficiaries Funding from agencies Impact study scores	To be decided	Strengthen Outreach programs
Process	Strengthening Pedagogy	Pass Percentage Competency Scores Student Ratings of courses	Pass percentage > 75% Competency > 60% Ratings >3.5	Empower faculty to innovate in pedagogy. Competency building for faculty on innovative pedagogy Measure effectiveness of pedagogy Industry representation in Academic council

	Enhancing Brand Value	Accreditations, Rankings	Top 25 in 10 years AACSB, AMBA, EQUIS ,NBA,NAAC,ACBSP,NI RF Respective departments to identify	Strengthen IQAC and Accreditation team. Budget for IQAC Training on Quality Assurance
	Enhancing Faculty Resources	PhD faculty members Faculty Diversity Ratio Practice Track faculty members Live projects Retention rates Student – Faculty Ratio	PhD >90% Diversity >25% Practice Track -25% Live Project > 50% of projects Targeted Student – Faculty ratio~ 10:1	Increase visibility of RCSS outside the state. Recruitment from premier institutions like IIM, IIT Competency development for faculty members. FDP conducted
Learning & Growth	Enhance Research and Development	Number of research publications Quality rank of Journals Doctoral Students Number of funded research projects Number of consultancy projects.	Journal – Scopus Indexed/Respective departments to suggest indexation Publications – 2 per faculty P.A Doctoral Students – 5 per school Consultancy revenue > 30% of fee income	Create separate resources for publication department. Consultancy wing to be developed to a business unit. Incubation Centre to be scaled up.
	Scale of programs	Number of new programs offered. Student Enrolment in programs	Student enrolment >80%	Identify new programs/ new departments.

Strategy Map for RCSS



Strategic Plan Dashboard for Management Monitoring						
	Objectives	Measure	Good	Satisfactory	Not Satisfactory	Remarks
Financial	Create Sustainable Funding	% Revenue share from non-fee funding				
		Budget Usage				
		Debt burden				
		Operational Surplus				
	Financially Independent Schools					
Customer	Enhance Student Diversity – National	Number of Non-Keralite Students in each school.				
	Enhance Enrolment of International Students	Number of international students in each school				
	Enhance Student Satisfaction	Satisfaction Scores				
	Placement & Industry relationship	Average CTC				
		Number of incubated firms / Startups				
		Corporate satisfaction				
		MDP conducted				
	Quality of Intake	# of referral admissions				
		# of applicants to seats				
		Mean Satisfaction Score				
		Student retention rates				
		Higher education				

		Endowment contribution				
	Relationship	Alumni Relations – Meetings participation				
	Internal Customer Satisfaction	Faculty Retention Ratio				
		Faculty and staff satisfaction score				
	Impact on society	Number of outreach programs				
		Number of beneficiaries				
		Funding from agencies				
		Impact study scores				
Process	Strengthening Pedagogy	Pass Percentage				
		Competency Scores				
		Student Ratings of courses				
	Enhancing Brand Value	Accreditations, Rankings				
	Enhancing Faculty Resources	Ph.D. faculty members				
		Faculty Diversity Ratio				
		Practice Track faculty members				
		Live projects				
		Retention rates				
		Student-Faculty Ratio				
Learning & Growth	Enhance Research and Development	Number of research publications				
		Quality rank of Journals				
		Doctoral Students				
		Number of funded research projects				
		Number of consultancy projects.				
	Scale of programs	Number of new programs offered.				

		Student Enrolment in programs				
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