



ST. TERESA'S COLLEGE, ERNAKULAM (Autonomous)

College with Potential for Excellence

Re- Accredited by NAAC in the 4th cycle with grade A++

Strategic Plan

Affiliated to
Mahatma Gandhi
University

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STRATEGIC DEVELOPMENT GOALS

Mission St. Teresa's College, Ernakulam, envisions a life oriented education that empowers the students through a humanizing and liberating process, to be agents of transformation and developments at different levels of life. Enabled and empowered, they respond proactively to the concerns and conflicts inherent in today's reality, especially those of women and persons who are unable to exercise their freedom to be human, and work for the integrity of creation. The thrust is in the light of a „*civilization of love*' – the kingdom of God, as envisaged and promoted by the Foundress, Mother Teresa of St. Rose of Lima.

MISSION

We prepare the students:

To promote a College/Community/Society/Nation where spiritual, moral, and genuine human values are lived and witnessed to.

To contribute to the transformation of society through an openness to reality and living the challenges of being socially conscious and socially responsible.

To synergize women and those prevented from exercising their right to be human, through enlightening them regarding their basic human rights and helping them to achieve the same.

To promote inter-cultural and inter-religious harmony and communion through promoting genuine dialogue, whereby we work together for the common good of the human family.

To facilitate leadership among the students enabling them to be genuinely other centered, proactively enthusiastic, and spiritually and socially motivated towards personal, group and social liberation.

To provide quality, integral education which is life, vocation and career oriented, we promote a climate for human and academic excellence with openness to learning, research and development of professional skills so that work towards the empowerment of persons and transformation of the society will be fostered.

To work towards the integrity of creation through being conscious of and alert to the state of devastation and destruction of creation and the serious perils the humankind is

plunged into, we promote programmes / movements that foster inter-connectedness, kinship and eco-justice.

Scope

The Strategic Development Plan sets out a framework of priorities for the institution, its divisions and departments.

To transform St. Teresa's College into the first Women's University in Kerala, provide quality education to women from varied backgrounds and equip them to become global leaders and facilitators of change.

VISION

Themes and Commitments

Education

Through a commitment to the personal education of each student, we will provide a quality of education and experience which equips students with the values, skills and intellectual discipline that will enable them to make a positive contribution to society.

COMMITMENT 1

To attract and admit students from all backgrounds with outstanding academic potential and the ability to benefit from Teresian Education

To maintain and enhance its intellectual strength, the institution must recruit and support students of outstanding potential at all levels, whatever their background. To achieve this, we will strengthen and expand outreach activities, based on rigorous evaluation of their effectiveness. We will work closely with colleges, academic departments and faculties to ensure effective coordination of outreach activity.

We will enhance our undergraduate and graduate admissions processes to ensure equality of opportunity for all applicants, and to improve efficiency and quality of service.

We will review the collegiate financial support packages to ensure that they are targeted in the most effective way. We will increase the funding available to support the

most able postgraduate taught and research students, and increase the proportion of fully funded graduate studentships.

COMMITMENT 2

To offer an excellent academic experience for all our students and ensure that we fully equip graduates to excel in whatever they choose to do

We will maintain the tutorial system at the heart of St. Teresa's distinctive approach to undergraduate teaching, and will ensure that ongoing support from a senior academic also continues to underpin our approach to postgraduate study.

We will ensure that teaching and assessment provide an equal opportunity for all students to achieve and demonstrate their full academic potential. We will work to reduce continuing gaps in attainment and encourage greater diversity in assessment.

Supporting student wellbeing is at the heart of our approach to providing the greatest opportunity for all our students to excel. We will work to strengthen the partnership between colleges, academic departments and faculties, and central services to provide the welfare support that our students need to flourish.

We will provide opportunities, through and outside the curriculum, for our students to develop the personal and transferable skills to succeed in a global workplace. We will expand the number of funded internships and work-placement opportunities nationally and globally . We will also provide opportunities for skills enhancement and career preparation for all our research students.

COMMITMENT 3

To retain and refresh the collegiate rich academic environment.

We will retain the best that St. Teresa's has to offer in its teaching, including close personal supervision and support, access to world leading academics and unparalleled learning resources including our libraries and collections.

We will also ensure that we respond to today's opportunities and tomorrow's challenges. We are committed to innovation and excellence in teaching, and will seek improved ways of demonstrating this in our academic staff recognition and reward processes.

We will ensure that teaching is informed by best practice, an inclusive approach to learning and the opportunities for innovation offered by digital technology.

We will accommodate growth in student numbers that is strategically important to deliver the institution's core mission and academic priorities, whilst recognizing our responsibility to preserve and protect nationally vulnerable subjects.

We will continue to encourage the development of new and innovative courses and fields of study to ensure that our portfolio reflects advances in knowledge and meets the needs of today's students.

EDUCATION PRIORITIES

1. Set ambitious targets by April 2025 to substantially increase by 2023 the number of undergraduate places offered to students from groups who are currently under-represented
2. Aim to implement Outcome Based Education to increase the quality of Teaching and Learning environment
3. Set ambitious targets by April 2019 to reduce by 2023 gaps in attainment by gender, ethnic origin and socio-economic background.
4. Aim to increase by 2025 the infrastructure facilities pertaining to Teaching and Learning for students with a focus on strategically important subjects in Emerging Areas
5. Aim to create by 2025 an additional 100 graduate scholarships.
6. Aim to offer by 2025 an additional funded internships for students at all levels.
7. By 2025, expansion of the institution at the new Campus as a Women's University which will be a home for talented Scholars, Faculty and Students

Research

St. Teresa's aims to become a centre for research excellence and home to some of the most talented scientists and scholars from across the globe.

We hope that our work enhances the lives of millions, solving real problems through an extensive network of partnerships and collaborations. The breadth of our research

and the connections between disciplines drive advancement in knowledge, understanding, innovation and creativity.

COMMITMENT 1

To promote and enable ambitious research of exceptional quality

Ambitious discovery-led research undertaken to the highest standards of rigor and integrity has the potential to create the greatest impact. We will provide our researchers with the freedom to investigate problems of significance, whether their work is curiosity-driven or challenge-led.

By 2025 we will strive relentlessly to lead international research agenda across the sciences, social sciences and humanities, and to convene multidisciplinary and international teams to address the most significant problems facing the world today

COMMITMENT 2

To invest in people, to support them and their research environment, thereby enabling the research Endeavour to grow sustainably

We will provide a conducive environment for conducting research, with state-of-the-art facilities and infrastructure, appropriate support for staff and students, and investment in the training, support and wellbeing of our staff. We will ensure that appropriate measures are in place to attract the most able minds from across the world to engage in our research.

COMMITMENT 3

To change the world for the better

Our research will impact the world through new understanding that leads to cultural, societal, political and economic change.

We aim to become a global university with global ambition but have deep roots locally and nationally. We will invest further in the infrastructure to facilitate regional, national and international collaboration, in the skills and people to provide capacity for such collaboration, and engage with the Global South. We aim to maximize the cultural, social

and economic benefit derived from our research regionally, nationally and across the world.

RESEARCH PRIORITIES

8. Enhance the opportunities and support for early-career researchers.
9. Invest substantially in the research environment, both human and physical (including the estate, libraries, collections, equipment and IT) by 2025.
10. Increase the scale and scope of our central research fund to grow our capacity to pump-prime, and match-fund major research initiatives.
11. Engage with business, NGOs and others to grow the volume and value of non-public-sector-funded research on a sustainable basis.
12. Continue to broaden and invest in our innovation activities and foster the entrepreneurial environment for staff and students.

Community

People are the foundation of the success and the quality of our academic, research, professional and support staff is critical to our future. In order to remain as a leading institution for research and teaching we must continue to attract, recruit and support talented individuals and provide a diverse, inclusive, fair and open environment that allows staff to grow and flourish.

We aim to frame our Human Resources policies and processes to provide the framework for departments and faculties to support their people and to respond to the ever-changing external environment.

COMMITMENT 1

To attract, recruit and retain the highly qualified and committed staff

In order to ensure that the institution maintains quality we will continue to recruit and retain the very best staff. We will ensure that our reward arrangements, including pension provision, are robust, transparent and competitive. We will address the challenges of living by providing excellent childcare provision and increasing the

availability and affordability of staff accommodation. We will actively promote health and wellbeing so that our people are able to give their best to their work and feel valued, and we will support working parents and all those with caring responsibilities.

COMMITMENT 2

To work towards an increasingly diverse staffing profile

We believe that the broad range of cultural and other experiences that a diverse workforce brings will help the University maintain and develop its international outlook, strengthening its research and teaching. We will foster an inclusive culture that promotes equality of opportunity, values diversity and maintains a working, learning and social environment in which the rights and dignity of all our staff and students are respected. We will amplify the voices of under-represented groups in leadership and decision-making and work to eliminate any barriers to their success.

COMMITMENT 3

To support staff in personal and professional development

Personal and professional development is key to enabling individuals to reach their full potential and maximize their contribution to the Institution. We will encourage staff at all levels to participate in planning their personal development and we will strengthen and promote our development programmes for all staff, regardless of their employment status. In particular, we will provide dedicated personal development support for early-career research staff and will ensure that those with management and leadership responsibilities are supported to be effective in those roles.

PRIORITIES

13. Embed a supportive, inclusive culture and increase the diversity of staff at all levels through the implementation of our action plans to maintain and enhance quality

14. Ensure that St. Teresa's remains an attractive place to work, taking into consideration the work environment, housing, childcare, visas, pensions and salary.

15. Create a policy and practice environment that is supportive of wellbeing, where responsibility for wellbeing is shared and owned by all.

16. Put in place creative and consistent measures to help our staff to balance competing demands on their time, both within their roles and between their working and home lives, including developing our childcare provision and flexible working policies, and enabling academic staff to vary their duties over the course of their career.

17. Review and improve our current arrangements to support the personal and career development of all staff.

Engagement and partnership

By enhancing the public engagement, knowledge exchange and innovation culture of the institution, we aim to ensure that our research and education benefit wider public globally. To this end we will work in partnership with public, private, voluntary and commercial organizations, and our alumni.

COMMITMENT 1

To work with partners to create a world-class regional innovation ecosystem

We Aim to focus on Enterprise and innovation fundamental to St. Teresa's continuing research success and to its positive impact on society. They position the College and the region as a place of opportunity which will attract the best researchers and students from around the world.

Working with our Local Enterprise Partnership, local councils, national government, panchayats and community Innovation, and we will foster an environment which nurtures social and commercial entrepreneurs. This promotional culture widened to encourage students in the campus through formation of an **Entrepreneurship Development Club in 2005**. The main objective of the club was to give exposure to various aspects of entrepreneurship to students during their course of study. Over the years, the club has organized many such programmes in collaboration with KITCO, IIT Kharagpur, Tie Kerala etc. Such activities crossed a new milestone in **April-May 2016 when a social entrepreneurship unit called STEP -Society of Teresians for Environmental Protection-** was initiated in the campus. The genesis of STEP reflects the **basic principle of ideation that viable business ideas emerge in response to social needs.**

We will invest in our capacity to increase collaborative research activity with business, industry and other external organizations, and provide enhanced support for spinouts and start-ups derived from our research through the work of Innovation. We will increase co-location and co-working with businesses alongside our academic research (establishing innovation centers)

Will actively engage in the formation of innovation districts.the college has, under guidance of Haritha Keralam Mission, Govt of Kerala, currently developed a full fledged training centre to encourage micro enterprises in various local bodies for manufacture and promotion of similar eco friendly products. . **The Teresian Innovation and Business Development Centre (TIBIC), set up with support from Kerala Startup Mission, Govt of Kerala and Kerala State Industries Development Corporation** is probably the only such Government supported initiative in a non -engineering girls college in Kerala.

We aim at motivating our target groups of young girls as well as women who would like to get back into self-employment after critical child rearing/ other caring responsibilities to

COMMITMENT 2

To build a stronger and more constructive relationship with our local and regional community

We believe that it is vitally important that the University benefits local citizens. We will aim to increase the scale of innovation and translation in the medical and health sciences, including with our local partners.

We will continue to provide gateways for public engagement with the research and teaching of the institution via exhibitions, public education, schools and outreach programmes.

We are committed to working in partnership to increase our cultural, societal and economic impact at both local and regional levels. We will reach out to non-traditional learners through the work of our Department for Continuing Education offering flexible and blended (digital and traditional) learning.

COMMITMENT 3

To engage with the public and policy makers to shape our research and education and to encourage the widest possible use of our research findings and expertise

Working in partnership with government, business, cultural organizations and others, we will look to inform the public and public policy through our research findings. We will also shape our research agenda, in part, through focusing attention on the issues of greatest social importance. We believe that public engagement enriches research and society and, to that end, are committed to enabling our researchers to inspire, consult and collaborate with the public. We seek to embed high-quality and innovative public engagement as an integral part of our research culture and practice. We will be an active partner in the development of open scholarship, providing the tools necessary for researchers to publish and share outputs from their research and to support national and international collaboration. Through continuing digital investment St, Teresa's will reach global audiences and communities.

Teresian Publishing House will further the institutions objectives of excellence in research, scholarship and education by publishing worldwide in the three intersecting markets of research, education and the learning of English.

COMMITMENT 4

Through our international engagement the University will aim to maximize the global social, cultural and economic benefit derived from our research and scholarship

Our international engagement will maintain and enhance strong institutional links across the globe, , emerging economies and key partners, across the full spectrum of our research and scholarly activity.

We will maintain our commitment to in-depth study of the world's societies and cultures, supported by the outstanding breadth of our expertise in languages, ancient and modern.

We will work to preserve and increase access to funding and networks to undertake our research and collaborate with suitable partners wherever they may be located, enabling both small and large-scale research collaborations.

We will seek to improve mobility opportunities for students, support the role of our staff and students in an interconnected world and raise the profile of our research and teaching internationally.

Resources

St. Teresa's benefits from the careful stewardship of resources by previous generations – ensuring that the College remains both financially and environmentally sustainable

Enhancing the efficiency and effectiveness of our support services by simplifying systems and working together more collaboratively will be key to delivering a sustainable platform to underpin our education and research.

COMMITMENT 1

To manage our financial resources to ensure the Institution's long-term sustainability

We recognize that effective control of our resources underpins all our aspirations. The College will actively manage both its income and expenditure in an agile and responsive manner which will enable the University to react swiftly and effectively to any changes in the external funding environment. Key to this will be protecting and growing our income streams by diversifying our income sources and pursuing an ambitious development strategy which seeks to fund our core long-term academic activities.

The College will also seek to better integrate its support structures, to ensure that its excellent teaching and research is complemented by similarly excellent professional services. This will deliver an improved working environment for all staff and deliver significant cost reductions by driving out inefficiencies.

COMMITMENT 2

To ensure that our academic environment will promote world-class research and education whilst minimizing our environmental impact, conserving and making our environment sustainable

A prioritized capital programme will be developed which will ensure that the existing campus is refurbished and renewed and that it is complemented with new buildings.

New buildings will be designed flexibly and to the highest standards of accessibility and environmental sustainability, in accordance with the Teresian commitment to the Low Carbon , PK3 initiatives and will meet the users' research and education needs.

A staff and student housing programme will be developed to deliver additional accommodation to bring back India's ancient system of Gurukul Education . We will increase the opportunities for staff and students to travel sustainably, benefitting their health and wellbeing and improving the local environment through traffic free cycle and pedestrian routes.

COMMITMENT 3

To continue to invest in our information technology capability to enhance the quality of our research and education and to streamline our administrative processes

We will invest in our information technology in order to increase research capability, enhance teaching and learning, and deliver efficiencies in support of administrative functions.

We will deliver infrastructure which enables all staff and students to communicate effectively, share information securely and collaborate locally and globally. With a continuing focus on training and best-practice dissemination we aim to empower teachers and researchers to innovate, staff to use IT systems effectively, and students to improve their digital literacy for discovering, evaluating and creating information using digital technologies.

COMMITMENT 4

To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure

We will ensure that fundraising and outreach efforts concentrate on those areas where we can be most effective and which address most strongly the strategic goals of our institution .

SHORT TERM STRATEGIC PLANS

CURRICULAR ASPECTS

Target

To introduce courses of contemporary relevance such as :

- Renewable Energy, Environmental Studies, Nano Science and Technology, Gender Studies, Disaster Management, Alternative medicine, Social Work, Community Learning, Forensic Psychology, Theatre Management, Parenting Education, Photography, Physiotherapy, Occupational Therapy, Liberal Arts, location specific courses

To introduce innovative and skill based vocational courses such as:

- Organic Agriculture, Tea Husbandry and Technology, Catering Management, Visual Media
- And Communication, Beauty and Wellness, Finishing School courses, among others.
- Develop courses, modules, and summer programmes to attract students from different nationalities in subjects of relevance to them, such as History, Culture, Arts, and languages like Sanskrit.

To establish integrated interdisciplinary courses and include maximum number of elective courses which ensure employability.

- Take education out of the current rigid structure and encourage flexible and holistic learning.
- Instil an attitude of earning while learning by making internships a mandatory part of the curriculum and introducing a flexi-time system wherein students no longer have to adhere to the old system of following a fixed timetable
- To augment placements by establishing a centre for career guidance which will remain connected with the different departments of the college.

Strategy

- Initiate outcome based education (OBE) wherein students will learn to structure activities to prioritize the end result.

- Design, compile, and publish textbooks and study materials for the restructured and
- Newly introduced courses.
- Publicize courses of relevance to international students through various media. Sign MOU's with different industries to ensure internships as a part of the curriculum.
- Give importance to placement activities by conducting job fairs and hosting
- Recruitment drives.
- Integrated PG-PhD courses for students with fixed higher education goals.

TEACHING, LEARNING AND EVALUATION

Target

- Improve existing teaching and learning plan by upgrading the existing Learning Management System.
- Evolve the redundant grading system currently in use.
- Reduce staff attrition rate and improve teacher retention.
- To position itself as the primary choice of institute for higher education by ensuring high quality output consistently.
- Holistically uplift weaker students by making special provisions based on their unique needs and learning style.
- To encourage the students to be socially committed global citizens by improving their awareness about current socio-political scenarios.
- Incorporate a networking team consisting of faculty, students and subject experts.

Strategy

- Introduce a new log frame for the departments to improve planning, implementation, management, monitoring and evaluation.
- Establish Google Classrooms for digitalized learning.
- Systematic collection and scientific analysis of feedback from students, parents and
- Teachers.
- Optimize Moodle as a medium of teaching.
- Encourage students and teachers to pursue online courses.

- Encourage collaborative learning to improve teamwork among students.
- Introduce a system to evaluate the students' existing knowledge prior to joining the course, and draw a comparison at the end of the course to map their progress.
- Offer bridge courses for easier entry to specialized courses.
- Encourage teachers to incorporate new methods of teaching and learning into the curriculum by attending Faculty Development Programs.
- Introduction of open book examinations and online examination system.

RESEARCH CONSULTANCY AND EXTENSION

Target

- Foster research culture in the institution by acquiring research grants through alternate sources of funding and linkages with international universities
- Augment the linkages with different international universities by promoting teacher as well as student exchange programmes
- Case studies of issues of social relevance through TROP gateway and as a research resource
- Conduct extension and proactive research programmes that would facilitate local
- developments in line with emerging global changes.
- Improve the functioning of patent cell to help faculty and students for patent filing and commercialization.
- Develop knowledge partnerships with government agencies, private industries
- and public to make RESEARCH FINDINGS AND teachings available to all
- Generation of IPR and commercialization of research
- International exposure to faculty through joint research with faculty from foreign universities
- Abide by the guidelines for plagiarism prevention (G-61) by introducing a plagiarism checker software
- Provide subject expertise to industry and society through consultancy services.

Strategy

- Encourage interdisciplinary research.

- Optimize the publication by Teresian publishing House to publish the works of our staff students and alumni.
- To commercialize the research inventions
- Encourage the PG students to publish their project work in collaboration with Their guide.
- Ensure ample leave and maximum support to teachers for completing their Research.
- Encourage innovative, society relevant and location specific research among Teachers and students.
- To enhance networking between industrialists and institutional experts to promote consultancy.

INFRASTRUCTURE AND LEARNING RESOURCES

Target

- Enhance technology based education system
- Enhance Student centric teaching by enabling flexibility in choosing course and time
- To revamp existing academic and other common facilities
- Regular upgradation of the campus according to the changing needs
- Lead an example with the introduction of creative disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement

Strategy

- Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library
- Establish facilities like international hostel, guest house, playground, health club,
- Medical Centre, convention centre, faculty hostel, campus radio and Pilot plants
- Installation and upgradation of solar panels, waste water treatment plants,
- Chemical waste treatment plant.
- Upgradation of college canteen facilities.
- Homestead vegetable production: kitchen garden, rooftop garden.
- Implementation of hi tech irrigation system, nursery and rain water harvesting
- Refinement of botanical garden, herbarium, green house, nursery.
- Pool funds together to buy sophisticated scientific equipments that can be accessed by all departments and public by maintaining a log register.

- Land allocation for vegetative propagation and animal husbandry.

STUDENT SUPPORT AND PROGRESSION

Target

- Ensure more Scholarships for students
- Engage students in research studies and motivate them to optimize publication, Patent and design based projects
- Improve placement activities and make the students as well as parents aware about the various opportunities in and around the world.
- Refine quality based education and international exposure through faculty and student exchange programmes
- Instil a work culture among students by making internships a part of the curriculum
- Introduction of a fully functional counselling cell which caters to the needs of students, parents and teachers.
- Motivate and enhance the capabilities of the students to make them job ready.
- Analysis and updation of student progression annually

Strategy

- Extend scholarship facilities to eligible and financially backward self-financing students
- Introduction of Centenary Scholarships
- Bring back rank system and gold medal for academic excellence of outgoing students

To explore new and alternative career options in association with career Guidance Centre

- Conduct job fairs in collaboration with other autonomous colleges in the region as a short term initiative
- Host annual recruitment drives inviting students from other colleges as a long term initiative
- Introduce summer courses, dual degree/PG, and triple main programmes
- Facilitate morning/evening classes for selected courses
- Special counselling for slow learners and failed students

GOVERNANCE, LEADERSHIP AND MANAGEMENT

Target

- Develop a Fully Automated Management Information System
- Faculty development programmes for teachers and Refresher courses for
- Teaching and non- teaching faculty
- Quality maintenance Policy in staff recruitment
- Facilitate various quality initiatives, leading to achieving more quality standard certificates.(AACSB, ABET)
- Enhance involvement of Alumni
- Ensure Transparency in Financial Audit

INNOVATIONS AND BEST PRACTICES

Targets

- Promote sustainable development through eco - friendly practices.
- Establish linkages with research development, educational and entrepreneurial agencies and institutions for better extension networking.
- Ensure gender equity and parity.
- Strengthen existing systems and procedure for conflict resolution and redressal of grievances.
- To establish a company under section 25 of ICA, to promote marketing of products and services.
- Diversity among teachers and students by facilitating visiting faculty from abroad.
- Make a global impact on society through education, empowerment, research, innovation and philanthropic activities.

Strategy

Inculcate the idea of green campus by use of green energy(solar panel, LED bulbs,

- ensure proper waste management, encourage 3R practices among all Teresians,
- implement proper water management system, promoting the use and sale of organic vegetables grown in the campus premises.
- Enhance energy management by installation of solar panels, use of LED bulbs
- To limit the use of paper in office Administration.

- To encourage Teresians to use Public Transport System
- Contribute community development through activities in collaboration with hospitals, local authorities, NGO's and CSR wings of various companies
- Gender sensitization programs are to be regularly organized in association with
- Gender Studies Department.
 - Gender Audit practices
 - Programs and courses for Transgender Communities