

SAMBALPUR UNIVERSITY

Institute Strategic Plan



SAMBALPUR UNIVERSITY
JYOTI VIHAR-768019
ODISHA (INDIA)
<http://www.suniv.ac.in>

1. Introduction and Outline of Planning Process

Sambalpur University's strategic plan, introduces a new vision for the University: To be a world-class institution for human resource development, conducting need-based research, striving for excellence in social services, creating awareness and public education. Development of the perspective plan has been a collaborative effort intended to ensure that all members of the University have an opportunity to participate in establishing institution-wide priorities and strategies crucial to SU's future. The plan outlines the perspective focus for the next 10 years and identifies areas in which the University will excel. It provides a physical basis for establishing perspective objectives based on institutional comparisons, and then outlines the means by which the University will achieve those perspective objectives. Most importantly, this document shows how the University would prioritize the allocation of its budgetary, personnel, and physical resources. The Implementation Planning Process Team, have worked to develop action items related to each of the shared Vision SU's perspective initiatives, metrics to assess progress, responsible parties to oversee the activities, and deadlines for accomplishing the actions. The membership of Team is comprised of heads of concerned Departments, and representatives from the various administrative divisions. It is coordinated by the Registrar for Accountability and Institutional Effectiveness. The SU 2021 team is given at the end of this plan..

2. University Vision and Objectives/Goals of Planning Process

2 (a) Vision and Mission

Vision

Sambalpur University is committed to creating and sustaining a transformative educational environment for its students, staffs and faculties in the field of Liberal Arts, Sciences and Profession studies so that they become globally competitive through competency in respective domain knowledge, research, innovation and entrepreneurship skills with heightened sense of meaningful community engagement and personal developments.

Mission

M1	Educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment
M2	Develop problem solving, leadership and communication skill in student participants to serve the organisation of today and tomorrow
M3	Aim for the holistic development of the students by giving them value based ethical education with concern for society
M4	Foster entrepreneurial skills and mindset in the students by giving life-long learning to make the them responsible citizens

The SU 2021 plan and this corresponding implementation plan are constructed around several important themes:

- i) the unique and emerging areas of knowledge not being pursued by existing institutions;
- ii) to open new PG Courses in accordance with the NEP 2020 for Higher Education Institutes.
- iii) the expansion and diversification of the University's sources of revenue support;
- iv) the enhancement of the University's visibility and stature as a quality institution of higher education;
- v) the development of a meaningful enrollment management plan;
- vi) the improvement of the support infrastructure for students and faculty; and
- vii) the pursuit of partnerships and collaborations nationally, and internationally.

These strategies will be utilized to carry out the University's perspective objectives.

2 (b) Perspective Initiatives and Goals Identified in the SU 2021 Plan

The SU 2021 Plan identifies five foundational initiatives, each with associated goals, the promotion of diversity, globalization, and transformative leadership. These initiatives and corresponding goals are as follows

- A. Introduce unique and emerging areas of knowledge not being pursued in existing institutions
- B. Enrich educational experiences to enable student success
 - 1 Improve instruction of courses at SU in line with the NEP 2020
 - 2 Enhance student mentoring & value building
 - 3 Enrich campus life experience
- C. Serve society through creativity, expanded research and innovations
 - 1 Expand research and scholarly activities
 - 2 Expand and optimize research space
 - 3 Develop research agenda for the areas of excellence
 - 4 Establish interdisciplinary / translational research centers/institutes activity and funding in the designated areas of excellence
- E. Promote access and affordability
 - 1 Develop an enrollment management plan (EMP)
 - 2 Enhance SU recruitment efforts within the EMP
- F. Expanding resources and infrastructure
 - 1 Optimize, expand, and enhance space
 - 2 Develop and align budgetary resources
 - 3 Recruit, develop, and retain faculty and staff
 - 4 Improve and streamline administrative processes

A particular focus of the University will be to selectively enhance five interdisciplinary areas of collaborative excellence: *Education, Human and social capital development, Diversity and equity, Environment, and Sustainable growth*. The enhancement of the five interdisciplinary areas will be inherent in the perspective plans of the departments, in the growth of new master’s and doctoral programs, and in the establishment of new organizational structures (i.e. centers, institutes, and other multi-disciplinary entities) that become foci of institutional effort.

2 (c) Campus and other Inputs for Innovation

Project Innovation was developed to learn more about the challenges faced by our faculty, staff, and students, and solicit their suggestions for ways to overcome those challenges and achieve the objectives of the SU 2021 plan.

Project Innovation is an ongoing activity intended to arrange focus groups of individuals with common views - faculty, researchers, students, administrative staff, alumni, leading experts, patients and others, and their conversations with the Vice-Chancellor over the past year have provided useful direction to shape the priorities.

3. Perspective Initiatives, Operational Strategies, and approaches

During the year, Team 2021 reviewed and considered the helpful feedback provided by Project Innovation in developing a list of specific strategies and approaches that would address the University’s long-term objectives. The Project Innovation advisory group visited the feedback from participants and arranged them by priority as indicated by participant [Feedback from faculty on Annual Performance appraisal Report (APAR), students to mentors, & faculty evaluation, alumni and patients] input. These broad topics were matched with the perspective initiatives and associated goals outlined in the SU 2021 plan. Team SU-2021 then reviewed the Project Innovation input and devised a final set of actions to be undertaken by the University as it implements its perspective plan. Thus, the results shown here arise from input provided by a combination of participants.

Following table provides the list of strategies and approaches along with (a) performance metrics, (b) the Departments/ Sections/ Units responsible for execution, (c) the resources needed, (d) priority of the approach, and (e) timeline for its execution. A list of the phase-wise approaches that accompany each perspective initiative is provided in this section. All of these are crucial to the successful implementation of the SU 2021 plan. Those listed as “Phase 1” are already initiated, while those labeled “Phase 2” will begin in the 2022-23 academic year. “Phase 3” approaches will commence once a significant number of “Phase 2” approaches have been implemented.

3 (b) Enrich educational experiences to enable student success

<u>Strategy</u>	<u>Phase</u>
1 Improve teaching-learning process at SU	
Approaches a) Expand the number of full-time faculty	1
b) Improve faculty development and enrichment	

- 1 programmes
- c) Improve the evaluation of teaching 1
- d) Use of technology to enhance teaching-
1 learning process
- e) Nurture and recognize outstanding teaching 2
- 2 Enhance student mentoring & value building**
- Approaches a) Improve coordination between the
2 mentors/counselors and students
- b) Engage external evaluators to analyze and
2 improve the mentoring system
- c) Increase the number of advisors 2
- d) Conduct an evaluation of the effectiveness
2
of undergraduate/post graduate orientation
programs
- e) Promote value based learning experience 2
- 3 Enrich campus life experience**
- Approaches a) Assess student service resources for learning
2 outcomes
- b) Complete the implementation of the SU
2 Portal to improve learning experience
- c) Increase opportunities for student
3 involvement and engagement through
enhanced on-campus and freshman
experience activity
- d) Expand campus residential opportunities 2

3 (c) Serve society through creativity, expanded research and innovations

1. Expand research and scholarly activities

- Approaches a) Provide incentives and support for
1 interdisciplinary/ collaborative research/
publications/ patents/ etc.
- b) Develop faculty workload guidelines that
2 promote scholarly activity having societal
impact while fulfilling SU's mission
- c) Review and re-structure courses to facilitate
2 research growth and graduate program
development SU's mission
- d) Promote faculty and students to participate in
2 scientific activities that contribute to SU's
mission
- e) Appoint distinguished researchers to
3 stimulate research development and growth
- 2 Expand and optimize research resources**
- Approaches a) Secure new research space 3
- b) Optimize research space utilization 2

	c) Provide education and training on research issues	1
	d) Provide adequate IT support for research computing, networking, visualization, and communication	2
	3 Develop research agenda in areas of excellence	
Approaches	a) Coordinate planning for research with the areas of excellence	1
	b) Continuously align department priorities to support the designated areas of excellence and reflect in new faculty appointments	2
	c) Establish interdisciplinary / translational research centers/institutes to focus activity and funding in the designated areas of excellence	3
	d) Promote ‘make-in India’ products to improve quality of life of individuals	3
3(d)	Public Service	
	Augment SU’s infrastructure to support and expand public service efforts	
Approaches	a) Develop portal for outreach service activities	2
	b) Develop a plan to recognize service delivery by faculty, staff, students, and alumni	3
	g) Promote participation of persons	3
	2 Expand lifelong learning opportunities	
Approaches	a) Organize professional development and lifelong learning offerings under appropriate departments to utilize internal expertise	2
	3 Increase student engagement with the community	
Approaches	a) Set a goal to establish incentives for SU students to engage in “signature experience” (e.g. community service learning, internships, NSS activities, etc.) learning activities	1
	b) Enhance quality-of-life through community engagement by implementing a community engagement agenda annually	2
3 (e)	Promote access and affordability	
	Develop an enrollment management plan (EMP)	
Approaches	a) Conduct an analysis of alternative graduate admissions criteria	1
	b) Revise, implement, and monitor the EMP based on analysis of graduate admissions criteria	2

2 Enhance SU recruitment efforts within the EMP

- Approaches
- a) Persistently contact admitted students to improve yield rate of accepted applicants to graduate programs 2
 - b) Adopt proactive recruitment strategies: 3
 - target qualified SU undergrads for grad programs
 - recruit traditionally under-represented groups as per GoO and GoI policies
 - offer advanced degrees to working professionals on full-time basis
 - expand international recruitment of students
 - promote quality education at an affordable fee structure

3 (f) Expand resources and infrastructure

1 Optimize, expand, and enhance space

- Approaches
- a) Establish a comprehensive space utilization policy to improve efficiency 1
 - b) Align the campus master plan with the perspective plan 1
 - c) Upgrade and expand space, with classrooms, class-labs, office space, and library 2
 - d) Identify courses with the capacity to incorporate technology 3
 - e) Establish a building development process 3

2 Develop and align budgetary resources

- Approaches
- a) Initiate SUs comprehensive capital campaign 2
 - b) Increase and optimize use of sponsored program funds 3
 - c) Develop appropriate culture and support to successfully commercialize intellectual properties 3

3 Recruit, develop, and retain faculty and staff

- Approaches
- a) Develop additional staff and faculty, promotional avenues and expand staffing 1
 - b) Develop succession plans for all key positions and support leadership development for faculty and staff 2
 - c) Support and maintain a more rigorous annual review process 2

4 Improve and streamline administrative processes

- Approaches
- a) Link the perspective planning and budget planning processes 1
 - b) Improve internal communication for 2

operations and understanding of decision processes

- c) Promote service-oriented organizational culture, administrative processes, and structure through incentives and

4. Performance

4 (a) Performance Measures

There are many possible characteristics that might be used to measure performance. For SU purposes, appropriate institutional key performance indicators (KPIs) are ones that are (a) quantifiable, (b) directly related to our perspective plan and the goals, and (c) things that can be affected by changes in our institutional practices and policies. Following are the KPIs planned.

Perspective Initiative	KPIs
(a) Enrich educational experiences to enable student success	<ul style="list-style-type: none"> • Graduation rates of the first-time, full-time • Percent of student credit hours taught by full-time faculty
(b) Serve society through creativity, expanded research and innovations	<ul style="list-style-type: none"> • Total annual research expenditures • Annual number of peer reviewed publications • Annual number of workshops/ seminars conducted • Annual number of extramural funded projects • Annual number of doctoral degrees awarded • Number of patents, inventions, disclosure • Percent of students receiving any financial aid and average size of grants per student
(c) Serve Students	<ul style="list-style-type: none"> • Student-teacher Ratio • Number and percent of faculty and staff from underrepresented groups
(d) Promote access and affordability	<ul style="list-style-type: none"> • Number, and average amount of gifts to the University
(e) Expand resources and infrastructure	

4 (b) Performance Goals

Following key performance indicator based performance goals will be set from time to time and success rate will be estimated.

Performance measure
Graduation rates of the first-time, full-time
Percent of student credit hours taught by full-time faculty
Total annual research expenditures Annual number of peer reviewed publications
Annual number of workshops/ seminars conducted
Annual number of extramural funded projects
Annual number of doctoral degrees awarded
Number of patents, inventions, disclosures
Percent of students receiving any financial aid and average size of grants per student
Student-teacher Ratio
Number and percent of faculty and staff from underrepresented groups
Number, and average amount of gifts to the University

5. Resource Analysis

The success of any plan is related to the University's ability to provide the resources required for each of the strategies and approaches. High priority action items require budgetary resources, while others require time and effort on the part of the University. The greatest resources that any University possesses are the talents and energy of its faculty, staff, and students. However, this effort must be supported with the objectives to be effective.

The resources needed to achieve performance benchmarks and project the likely availability of budgetary resources in the next few years are focused on (a) space, (b) personnel, (c) student support, and (d) financial aid on capital, and are presented below:

5 (a) Budget Projections

The University receives grants from the Ministry of Higher Education, Government of Odisha and generates revenue from several sources, including tuition fees, and services. The contributions of these sources are to projected in the Budget of each Fiscal Year.

5 (b) Resource Needs

The resource needs of SU are determined by both enrollment growth and planned objectives, including research. These are not mutually exclusive, but can be used to augment one another if resources are used properly. The resource can be calculated based on growth in (a) student enrollment, (b) increase in the percent of student credit hours taught by faculty, (c) faculty appointment, (c) capital requirement.

5 (c) Budget allocated for 2021-22

The budget for 2021-22 includes salary, capital, and general and is shown in table below:

AGENDA-I

ANNUAL ACCOUNTS OF SAMBALPUR UNIVERSITY FOR THE FINANCIAL YEAR, 2021-22

It is my privilege to present the draft Annual Accounts along with the statement of receipts and expenditure of Sambalpur University for the Financial Year 2021-22 before the Finance Committee for consideration and recommendation to the Syndicate as per provision enshrined under Statute, 162(a) of the Orissa Universities First Statutes 1990.

RECEIPTS

During the year under report, receipts of the University are as under:-

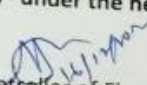
(a) Under Non-plan Revenue- Block Grant- (921-Salary)	—	Rs.70,97,77,000/-
(b) Under Non-plan Revenue- Block Grant-(918-Non-Salary)	—	Rs.3,50,00,000 /-
(c) General receipt of University	—	Rs.9,79,55,010 /-
(d) Sports & Games	—	Rs. 11,06,222/-
(e) Examination Receipts	—	Rs. 11,53,20,020/-
(f) Misc. receipt including Interest	—	Rs. 2,70,25,472 /-
(g) Research & Project Grant	—	Rs. 6,72,89,022/-
(h) Infrastructure & General Development	—	Rs. 7,76,60,329 /-
(i) UGC-General Development Assistance	—	Nil
TOTAL - - - - -		Rs.112,66,26,075/-

EXPENDITURE

During the year under report, the University incurred expenditure strictly in conformity with the provisions of Orissa Universities Accounts Manual 1987 and utilized the funds received by the University strictly adhering to the guidelines of funding Agencies.

(a) Under Non-Plan Revenue-Block grant(921-Salary)	—	Rs.90,06,09,959 /-
(b) Under Non-plan Revenue- Block Grant-(918-Non-Salary)	—	Rs.2,04,84,295 /-
(c) Sports & Games	—	Rs.26,45,285/-
(d) Examination Expenditure	—	Rs.4,85,72,464/-
(e) Misc. expenditure including Interest	—	Rs.3,96,95,888/-
(f) Research & project grant	—	Rs.6,48,63,995/-
(g) Infrastructure & General Development	—	Rs.15,60,98,148/-
(h) UGC-General Development Assistance	—	Rs.5,98,199/-
TOTAL- Rs. 123,35,68,233/-		

- N.B.- (1) The excess expenditure of Rs.10,69,42,158/- has been met from unspent balance of previous receipt.
(2) The deficit has occurred due to less receipt amounting to Rs.19,43,73,168/- under the head Salary in the Block Grant.


Comptroller of Finance
Sambalpur University
Jyoti Vihar-752014

5 (d) Space Requirements

The most critical resource requirement is space. With the current space available the University will utilize the land area for different activities. However, these can be adjusted by adjusting the class timings. Further classrooms can be built on the existing academic block. Hostel has to be extended by three-folds and the existing hostels can be vertically expanded.

A three fold increase in staff is envisaged as goal for the future and hence additional built upspace is required. The Centers of Excellence are to be built which would take care of the space requirements for staff and the centre activities.

The amount spent on equipment by 2031 is envisaged to grow to grow by four fold and different departments would require more space to place the equipments. The Centers of Excellence are being running and hence would take care of the space requirements for equipment and the laboratories therein. The SU Library and Information Center is not sufficient and hence a new building is to be built for the increased staff and students.

The total area of the main campus is used currently is 20% of the total area. About 55% can be used for construction purpose. Hence the remaining 25% will be used with facility for vertical expansion till 4 floors.

6. Assessment of Implementation and Continued Planning

6 (a) The Elements of Implementation

The success of Perspective Plan will depend on making the plan operational in a dynamic fashion with regular monitoring of the University's progress in a transparent manner. Any operational implementation of a perspective plan will depend on key elements such as (a) a work plan to carry out actions and approaches, (b) allocating necessary resources, including budgetary, personnel, physical (space), and effort resources, to accomplish the approaches, (c) using performance measures to assess progress and success, (d) reviewing performance measures and adjusting priorities as needed to pursue strategies successfully, and (e) communicating the actions and decisions broadly and transparently so that the efforts are united and synchronized. The different strategies and related approaches are clearly outlined in the implementation plan. Each approach is mapped to responsible individual/s/ Departments/ Sections/ Units.

6 (b) Continual Planning and Team 2021

While it is pertinent to have an authority in reviewing progress toward meeting perspective goals, many of them require coordinated and collective efforts by several Department/ Sections. Therefore, a central coordinating committee is required to review progress for KPIs. It is recommended that Team 2021 continue as an advisory body to the Vice-Chancellor.

However, the Vice-Chancellor has the final authority and responsibility for the implementation of the plan, and she/he will provide leadership and all decision-making. The continuing Team 2021 may be comprised of the following membership, chaired by the Vice-Chancellor: (i) the Senior Faculty, (ii) Director College Development Council, (iii) Heads of concerned Departments, (iv) the Registrar, (v) The Sports, General Secretary, (vi) Coordinator – NAAC Cell, (vii) Chairman, P.G. Council and (viii) Director IQAC. This group would ideally meet twice annually, to review progress and set work plans for the coming year, and to make resource allocation recommendations to the Vice-Chancellor for the following financial year. The team will also develop a format for measuring and reporting the KPIs and a concise format for work plans.

6 (c) Communication

It will be important to communicate the successes, challenges, work plans and priorities, and resource allocation decisions clearly and transparently to the University community, to ensure equal participation by all. The vice- chancellor should hold the Academic Council meetings, and syndicate meetings where the progress is reviewed and decisions & resource allocations for the coming year is communicated. A 360⁰ feedback and suggestions from the University community can be received. Each Department/School will also conduct general meetings with their Department/s to outline their specific unit’s priorities for the year and invite feedback from faculty, staff and students. Following this the Vice-Chancellor can prepare an annual report outlining the implementation progress and the resource allocation recommendations of Team 2021 which can be posted on the University’s web site.

Constitution of Resource Allocation Recommendation Team

Vice-Chancellor, SU	Chairperson
Convener-NAAC	Member
Director, IQAC	Member
Registrar	Member-Secretary
Chairman, P.G. Council	Member
Director, CDC	
One Senior Faculty Member	Member
Heads of the Department	Members
Secretary Sports Council	Member
Controller of Examinations	Member
Comptroller of Finance	Member
Director, R&D Cell	Member
Director, SUIIT	Member