



# **MADRAS SCHOOL OF SOCIAL WORK**

## **STRATEGIC PLAN (2017-21)**



## PREFACE

Strategic planning is very essential to accomplish the Vision and Mission of any organization. The strategic plan document is an outcome of the analysis of the current challenges and opportunities available in making the institution's dream a reality. It provides a direction and goal as the institution constantly strives to meet the needs of every stakeholder. It is a continuous and dynamic process with specific focus in accomplishing institutional goals to meet the needs of the industry in this competitive world.

The strategic plan document first addresses the vision, mission and core values and the institutional short & long term goals. Drawing inspiration from our Late Founder Mrs. Mary Clubwala Jadhav the stakeholders have been able to carry out a thorough SWOC analysis. The analysis of the internal and external environment guided us in evolving the institutional goals so as to ensure development in different areas, which is a continuous process of realigning in meeting the emerging needs of the stakeholders and continue to remain relevant and evolving in the field of the education.

Utmost care has been taken in the formulation of the strategic plan document by involving all stakeholders. The plan also clearly lays down the measurable indicators that will enable the implementation and monitoring of targets achieved. This plan will enable MSSW to reach the next orbit in becoming a global leader in education, intervention and research in social work and allied disciplines.



# **Madras School of Social Work Institution Strategic Plan (2017 -21)**

## **BACKGROUND**

The Madras School of Social Work (MSSW) established in 1952 by the great visionary Mrs. Mary Clubwala Jadhav continues to be recognized as one of the finest institutions in the country. This has been possible only because at different stages, MSSW has constantly evolved progressively and continued to remain relevant with the emerging trends of the society and industry. The institution has added several milestones over the past six decades of its service to the nation. In 2104, the institution revisited the vision and mission and reframed them in the context of the present and future transformation so as to stay relevant but by religiously embracing the vision of its Founder. In 2016, based on the inputs received from stakeholders MSSW revisited and developed a institutional strategic plan. With social work as its fulcrum, MSSW has strategized itself to evolve into maximizing its potential while continuing to be a socially responsible institution contributing to the process of nation building.



## **VISION**

- To be a global leader in education, research and intervention in social work and allied disciplines towards transforming the human potential into socially sensitive change agents for sustainable development.

## **MISSION**

MSSW will create outstanding professionals, who will provide transformational leadership in the community and workplace, through:

- An experiential transformative process of education and practice-oriented pedagogy involving multi-disciplinary social sciences research.
- Implementing Community outreach in our core competence areas, need and evidence-based community practice interventions and delivering training & consultancy services to Corporate, Government and Civil Society Organizations.
- Playing an active role in advocacy and policy formulation and access to contemporary knowledge resources.



## OBJECTIVES

- To impart education in the fields of Professional Social Work, Human Resource and Psychology and other related social science disciplines.
- To organize need based short-term courses and training programs for the student community field practitioners of Government and Non-Government sectors.
- To undertake institutional and sponsored research studies on various social problems, social welfare and other issues of local, national and international concern and thereby to contribute to policy making.
- To undertake community projects to empower the weaker sections marginalized groups in the neighbourhood community and thereby to facilitate their sustainable growth, and to enhance student's learning process.
- To arrange lectures, seminars, conferences, symposia and discussions on problems of social interest.
- To offer necessary consultation and guidance to the needy individuals and groups.
- To establish a meaningful Institution Industry Community Interface and Co-ordination.
- To encourage and bring out quality publications in the relevant fields.



## **MSSW CORE VALUES**

- Equity and Justice
- Excellence
- Competency
- Integrity
- Service
- Inclusion
- Diversity
- Intellectual Curiosity
- Empowerment and
- Environmental Consciousness



## SWOC ANALYSIS

### STRENGTHS

1. National and international recognition of the institution and quality of teaching with focus on practice
2. Innovative programs to meet the emerging needs of the industry. Resourceful faculty involved in research and consultancy
3. High demand due to focus on field work based learning
4. Opportunities for students to learn beyond the curriculum through co-curricular activities
5. Faculty are encouraged to complete their Ph.D., research and advancement of qualification
6. Training and grooming of students to face the challenging world of work by building their skills and capacities
7. Good retention of faculty due to a satisfactory working environment
8. Placement of students in various reputed organisations and industries
9. Transparent student feedback system
10. A holistic student development environment
11. Constant student counselling and mentoring support
12. Vibrant Student Development Council, department forums and students cells
13. Active PTA participation in development initiatives
14. A strong alumni association which supports students with internships, placements, trainings and career development



13. Committed Board Members who contribute to the overall development of the institution.
14. Resourceful faculty involved in research, training and consultancy

## **WEAKNESSES**

1. Scarcity of Ph.D. qualified staff
2. Limitation of space for expansion of programs and facilities
3. National and International collaboration activities
4. Faculty and Student exchange programs with the National and International institutes

## **OPPORTUNITIES**

1. Collaboration with National and International Institutes & Industry
2. Collaboration for Research activities with Government, Private organizations and industries
3. Involvement of faculty in research activities
4. External funding for research projects and development projects
5. Placement of students for paid internship programs with development organizations, corporates and industries.
6. Faculty and student exchange program with National and Foreign Universities
7. Train students in aptitude, soft skills, NET / SLET examinations
8. Develop an entrepreneurship incubation centre



## CHALLENGES

1. Students coming from different states find it difficult to manage with local language during field work practice.
2. Difficult to keep abreast with the latest technological advancements in teaching and learning.
3. Recent emerging trends cannot be updated in the curriculum immediately due to the regulations of the university
4. Lack of interest for higher education especially among Post Graduate students
5. To motivate faculty to increase their research and publication activities
6. Expansion of infrastructure is very limited due to government regulations



## **MSSW STRATEGIC GOALS**

The passionate MSSW team through a series of discussions from 2017 onwards has arrived at these Strategic Goals. This new road map is guided by the Vision and Mission of our Late Founder Mrs. Mary Clubwala Jadhav in making MSSW a Global Leader in Education, Intervention and Research. The institution's constant strive towards quality improvements, meeting stakeholders expectations and SWOC analysis resulted in the institution's strategic goals.

### **INSTITUTION STRATEGIC GOALS:**

1. Introduction of New Programs
2. Ensuring an Effective Teaching Learning Process
3. Moving towards Outcome Based Learning
4. Enhancing Student Support Services
5. Continuous Examination Reforms
6. Developing Leadership and Decentralized Management
7. Restructuring of the Departments



## **INSTITUTION STRATEGIC GOALS**

8. Effective Financial Management
9. Ensuring Good Governance
10. Improving Physical and Digital Infrastructure
11. Community Extension Projects
12. Promoting Centres of Excellence
13. Starting a Community Helpline
14. Competency Development
15. Involvement in Consultancy Services
16. Improving Research Publications
17. Ensuring Staff Professional Development
18. Improving Staff Welfare
19. Mobilization of Government Projects
20. Exploring better Corporate Engagement
21. Improving the Participation of Alumni
22. Hall of Fame



## MSSW STRATEGIC PLANNING (2017 – 21)

### Teaching Learning Process

- Academic planning of activities
- Preparation of academic calendar
- Development of teaching plan and implementation
- Continuous assessments to measure the teaching and learning outcomes
- Preparation of lesson plan based on CO, PO and PSO mapping
- Increase use of ICT and blended learning methods
- Improve the student feedback system, preferably online by ensuring transparency
- Development of e-learning resources
- Develop a culture of research and the necessary facilities
- Organize certificate courses, trainings and workshops based on evolving needs.
- Organize national and international conferences and seminars
- MOUs signed with organizations and industries for academic related activities
- Implementation of best practices

### Leadership and Participative Management

- Decentralised management of academic, administrative, student related responsibilities.
- Promotion and development of secondary level leadership
- Follow the documentation and reporting procedures
- Clearly define the duties, roles and responsibilities based on emerging needs
- Establishment of functional committees



<b>Internal Quality Assurance</b>	<ul style="list-style-type: none"><li>• <b>Setting up a benchmark for quality and monitoring</b></li><li>• <b>Regular monitoring and advise on quality improvements</b></li><li>• <b>Professional development of teaching and non-teaching staff</b></li><li>• <b>Coordinate yearly academic audit both internal and external.</b></li><li>• <b>Analyse the audit and evolve remedial measures</b></li><li>• <b>Annual report preparation and submission</b></li><li>• <b>Promoting best practices</b></li></ul>
<b>Good Governance</b>	<ul style="list-style-type: none"><li>• Articulation of the Vision and Mission and constantly strive to achieve it</li><li>• Following the organization structure</li><li>• Monitor and evaluate institutions performance and benchmarking.</li><li>• Inclusion of members in the General Body from a wide range of disciplines and practice</li><li>• Institutional strategic goal setting</li><li>• Develop and monitor the Institutional Strategic Development Plan</li><li>• Promoting E-Governance</li><li>• Implementation and monitoring of quality management systems</li><li>• Ensuring the smooth functioning of statutory and non-statutory committees</li><li>• Promote leadership through decentralization</li><li>• Establish a fair and transparent appraisal system</li></ul>



<p><b>Student's Development and Participation</b></p>	<ul style="list-style-type: none"> <li>• Promotion of Student Development Council (SDC) activities</li> <li>• Budget allocation for SDC activities</li> <li>• Students' participation in various committees and cells</li> <li>• Providing opportunities for participation in competitions</li> <li>• Organizing inter-departmental and inter-collegiate competitions</li> <li>• Student training and placement activities</li> <li>• Rewards and recognitions for achievers</li> <li>• Participation in extracurricular activities</li> <li>• Participation in community extension programmes</li> <li>• Scholarships by management</li> </ul>
<p><b>Staff Development and Welfare</b></p>	<ul style="list-style-type: none"> <li>• Fair and transparent Staff Performance Appraisal System</li> <li>• Professional development financial support for staff</li> <li>• Staff training for quality improvement</li> <li>• Service Rules for teaching and non-teaching staff</li> <li>• Improvements in staff welfare and implementation</li> <li>• Rewards and Incentives</li> <li>• Support for research and consultancy</li> <li>• Career advancement schemes</li> <li>• Deputation for Seminars, Conferences and workshops etc.</li> <li>• Membership in professional bodies</li> <li>• Provision of better infrastructural facilities</li> </ul>
<p><b>Financial Management</b></p>	<ul style="list-style-type: none"> <li>• Formulation and implementation of financial policies</li> <li>• Annual budget planning of Departments, Committees and Cells</li> <li>• Forecasting and planning income and expenditure</li> <li>• Institution budget preparation and approval</li> <li>• Regular periodic audit</li> </ul>



<b>Institute Industry Connect</b>	<ul style="list-style-type: none"><li>• <b>MoUs with organisations and industries</b></li><li>• <b>Regular inputs on curriculum so as to identify emerging industry needs</b></li><li>• <b>Support for fieldwork, internship, observation visits and guest lectures.</b></li><li>• <b>Provide opportunities for industry sponsored projects</b></li><li>• <b>Provide opportunities for students' education support</b></li><li>• <b>Provide career guidance</b></li><li>• <b>Strengthen training and placement</b></li></ul>
<b>Entrepreneurship Development</b>	<ul style="list-style-type: none"><li>• Establishment and effective functioning of Entrepreneurship Development Cell</li><li>• Establishment of Entrepreneurship Incubation Centre</li><li>• MoUs with organisations for entrepreneurship development trainings and guidance.</li><li>• Collaboration with field experts for lecture, seminar, workshops on social entrepreneurship development</li></ul>
<b>Research and Innovation</b>	<ul style="list-style-type: none"><li>• Dedicated Research Division</li><li>• Fund mobilization for project proposal</li><li>• Apply for Government and Non- Government funds</li><li>• Explore research collaborations with Government, Non-Government, Universities and Research Organizations</li></ul>
<b>Revenue Generation</b>	<ul style="list-style-type: none"><li>• Identification and strengthening of income generation activities</li><li>• Evolve revenue generation plans</li><li>• Implement successfully the revenue generation plans</li></ul>



<b>Alumni Engagement</b>	<ul style="list-style-type: none"><li>• <b>Effective implementation of alumni association activities</b></li><li>• <b>Encourage active participation and involvement of alumni in development activities</b></li><li>• <b>Collaborate for lecture, workshops, internships and placement etc.</b></li><li>• <b>Brand ambassadors of the institution</b></li><li>• <b>Sponsorships and scholarships</b></li></ul>
<b>Community Outreach</b>	<ul style="list-style-type: none"><li>• Effective implementation of existing outreach programmes</li><li>• Planning and budget allocation from institution</li><li>• Identify new communities for community extension services</li><li>• Explore opportunities for vocational training / job-oriented trainings of rural youth</li><li>• Organize awareness camps and programmes</li></ul>
<b>Physical &amp; Digital Infrastructure</b>	<ul style="list-style-type: none"><li>• Infrastructure development and modification</li><li>• Smart class rooms and seminar halls</li><li>• Computers and laptops for departments/faculty</li><li>• Improving digital infrastructure</li><li>• Upgrading library infrastructure</li><li>• Functional facilities for e-learning</li><li>• Safety and security management</li><li>• Water facilities</li><li>• Encourage indoor sports and facilities</li><li>• Rain water harvesting</li><li>• Green campus initiative</li><li>• Water recycling</li><li>• Solar power</li><li>• Biogas plant</li></ul>



## **MSSW STRATEGIC PLAN IMPLEMENTATION AND MONITORING**

The institution's strategic development plan implementation progress will be monitored at regular intervals. The achievement of these plans can be measured based on the indicators developed in the implementation document. The Principal and Board of Management along with the Academic Council and other team members will be the custodian for the deployment of the strategic plan.

<b>IMPLEMENTATION AREAS</b>	<b>RESPONSIBILITY</b>
<b>Governance &amp; Administration</b>	Chairman & General Body Members, Dean of Administration and Office Administration
<b>Institutional Branding &amp; Visibility</b>	General Body Members, Alumni and Faculty
<b>Admission</b>	Principal, Heads of the Departments and Admission Team
<b>Statutory Compliance</b>	Principal, Heads of the Departments and Coordinators
<b>Infrastructure (Physical &amp; Digital)</b>	General Body, Secretary and Dean of Administration
<b>Infrastructure (Academics)</b>	Principal, Dean of Administration and Heads of the Departments
<b>Teaching Learning</b>	Principal, Heads of the Departments, Faculty and Staff
<b>Research &amp; Development</b>	Principal, Research Division and Heads of the Departments
<b>Student Development</b>	Principal, Heads of the Departments and Faculty
<b>Department Activities</b>	Heads of the Departments, Faculty and Students
<b>Placement</b>	Principal, Heads of the Department and Placement Team
<b>Quality Assurance</b>	IQAC Team



## INDICATORS FOR IMPLEMENTATION AND MONITORING

<p><b>Teaching Learning Process</b></p>	<ul style="list-style-type: none"> <li>• Syllabus completion</li> <li>• Teaching aids</li> <li>• Learning resources</li> <li>• No. of sessions conducted for student counselling, mentoring</li> <li>• Minor and Major projects involved</li> <li>• Examination results</li> <li>• Graduate attribute attainment levels</li> <li>• Student feedback</li> </ul>
<p><b>Leadership and Participative Management</b></p>	<ul style="list-style-type: none"> <li>• Decentralization in academics, administration, student development, staff welfare, appointments, infrastructure management</li> <li>• Duties, responsibilities and accountability</li> <li>• Functioning of statutory committees – meetings per semester, minutes of the meetings</li> </ul>
<p><b>Internal Quality Assurance</b></p>	<ul style="list-style-type: none"> <li>• IQAC initiatives in each semester</li> <li>• Audit Reports</li> <li>• AQAR Submission</li> <li>• Institutional Ranking</li> </ul>
<p><b>Good Governance</b></p>	<ul style="list-style-type: none"> <li>• Selection of General Body members (Academics and Practitioners)</li> <li>• No. of General Body meetings</li> <li>• E-Governance initiatives</li> <li>• Vision Mission dissemination and review</li> <li>• Resource mobilization</li> <li>• Staff appraisal</li> <li>• Career advancement schemes implemented</li> <li>• Service rules and benefits</li> </ul>



## INDICATORS FOR IMPLEMENTATION AND MONITORING

<b>Student's Development and Participation</b>	<ul style="list-style-type: none"> <li>• No. of student participation</li> <li>• No. of sports, cocurricular and cultural events organized</li> <li>• Participation in regional, national and international competitions</li> <li>• Recognition received at regional, national and international levels</li> <li>• No. of career guidance programs</li> <li>• No. of skill development programs</li> <li>• No. of placement drives</li> <li>• No. of placements</li> <li>• Sports infrastructure</li> <li>• Funding for sports</li> </ul>
<b>Staff Development and Welfare</b>	<ul style="list-style-type: none"> <li>• No. of Staff attending training programs</li> <li>• Staff training programs organised</li> <li>• No. of staff welfare programs</li> <li>• Staff awards, recognitions and incentives</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Annual budget forecasting income and expenditure</li> <li>• Allocation and utilization of funds</li> <li>• Internal and external audit</li> </ul>
<b>Institute Industry Connect</b>	<ul style="list-style-type: none"> <li>• No. of active MOUs</li> <li>• No. of activities carried out through MOUs</li> <li>• Contributions by industry</li> </ul>
<b>Entrepreneurship Development</b>	<ul style="list-style-type: none"> <li>• No. of entrepreneurship trainings organised</li> <li>• No. of graduates and post graduates becoming entrepreneurs</li> <li>• No. of incubation centre</li> </ul>



## INDICATORS FOR IMPLEMENTATION AND MONITORING

<b>Research and Innovation</b>	<ul style="list-style-type: none"> <li>• Funds generated through projects</li> <li>• No. of projects sponsored by government and non-government</li> <li>• No. of collaborations with government, non-government, universities and research organizations</li> </ul>
<b>Revenue Generation</b>	<ul style="list-style-type: none"> <li>• Industry sponsorships</li> <li>• Funds raised through projects</li> <li>• Training and consultancy services</li> <li>• Alumni contribution</li> <li>• Philanthropy donations</li> </ul>
<b>Alumni Engagement</b>	<ul style="list-style-type: none"> <li>• Alumni database</li> <li>• No. of interactions</li> <li>• Internship, placements, projects and consultancy support</li> <li>• Contribution towards student development</li> </ul>
<b>Community Outreach</b>	<ul style="list-style-type: none"> <li>• No. of extension projects undertaken</li> <li>• No. of awareness trainings organised</li> <li>• No. of skill development trainings provided</li> <li>• No. of people benefited through each program</li> </ul>
<b>Physical &amp; Digital Infrastructure</b>	<ul style="list-style-type: none"> <li>• No. of classroom, seminar halls added</li> <li>• New laboratories added</li> <li>• New equipment added</li> <li>• No. of volumes and titles in library</li> <li>• Number of national &amp; international journals</li> <li>• Digital library</li> <li>• Annual budget allotted and utilized</li> <li>• Rain water harvesting</li> <li>• Renewable energy sources</li> <li>• Green initiatives</li> <li>• Smart classroom</li> <li>• ICT enabled classrooms</li> </ul>



## **MONITORING OF STRATEGIC PLAN**

The implementation of the strategic plan will be monitored at regular intervals by the Principal, Board of Management, Academic Council and other committees through periodic review. Those responsible for implementation will present a progress update in the review meetings. The benchmarking of quality standards, its monitoring and reporting will be carried out by the IQAC Team independently. Based on the IQAC report and its analysis, corrective measures will be planned so as to ensure further processes and deployment of necessary resources. All these reports can be shared with the Board Members for further discussion and so as to ensure effective implementation of the plans.

## **CONCLUSION**

The strategic plan document is the roadmap for MSSW towards achieving the vision and mission its founder. This strategic plan document is will be the guiding framework that can be achieved by collective efforts of all stakeholders through active participation and contributions. The success of the plan depends on the unified team work marching towards reaching our goal. The implementation of the plan is a dynamic process and it will constantly evolve based on the lessons learnt during the implementation process.