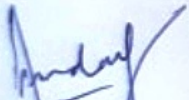


This base Strategic Plan document will be evaluated for progress and achievement annually. Course and plan corrections, if any, would be done after due deliberations and with consensus.

Adopted on the02nd..... day of February... of 2022 post deliberation and with consensus of Associate Directors of Academics, Research & Development and Student Affairs, all Heads of Departments and all Heads of Offices.



Director
SMIT, Majhitar



SMIT SIKKIM
MANIPAL
UNIVERSITY
SIKKIM MANIPAL INSTITUTE OF TECHNOLOGY



**VISION &
STRATEGIC PLAN**
SMIT 2022

Foreword

The Sikkim Manipal Institute of Technology (SMIT), a constituent college of Sikkim Manipal University (SMU) is a premier educational institute located in Sikkim. The Institute has been providing quality technical education in the field of Engineering, Management and Basic Sciences since 1997.

This Strategic Plan document presents the direction and actions planned to achieve goals. It is a checklist of actions to be taken to take the organization to greater heights and achieve national and international eminence and align it to the Sustainable Development Goals.

Director, SMIT

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**VISION, MISSION
&
OBJECTIVES
OF
SMIT**

1. VISION, MISSION & OBJECTIVES OF SMIT

Vision: To achieve eminence in the field of quality technological education and research.

Mission: To develop SMIT into an institute of excellence capable of producing competent techno-managers who can contribute effectively to the advancement of the society.

Objectives:

- **O1:** To provide wholesome education to meet the intellectual aspirations of the students.
- **O2:** To equip students with techno-managerial skills to enable them to take their assigned role in the industry.
- **O3:** To inculcate essential ethics and values to meet the spiritual needs of the students.
- **O4:** To provide sound institutional environment nurturing emotional strength, healthy mind, body and resilience amongst the students.

EXECUTIVE SUMMARY

2. EXECUTIVE SUMMARY

Purpose: This strategic plan has been created for the higher authorities to facilitate navigating SMIT through emerging dynamics in near future. It provides a SWOC analysis, a corresponding strategic plan and a road map including action plans.

The flow of the report is as follows:

1. Vision, Mission and Objectives

2. Current State

2.1. Perspectives for Strategic Planning 2021: deals with evaluation of the achievements based on the previous Strategic Plan document, which was framed for the year 2021

2.2. Goals Set in 2021: The Strategic Plan identified the following six (06) goals for achievement:

Goal-1: Holistic Development and Enhanced Student's Experience.

Goal-2: Improved Perception about SMIT.

Goal-3: Increased Research Footprint.

Goal-4: High Quality Intake.

Goal-5: Improved Belongingness and Work Experience for Members of Faculty and Staff.

Goal-6: Adapt to NEP 2020.

2.3. Strategies and Actions to Achieve Goals – 2021: Strategies that were formulated in the year to achieve aforesaid goals have been narrated in this section

2.4. Strengths – Weaknesses – Opportunities - Challenges (SWOC) Analysis and corresponding action points: A SWOC analysis exercise was undertaken in which teaching and non-teaching executives participated. Strength, Weakness, Opportunities and Challenges were identified and action plans proposed

3. Future State: Targets provided as future directions have been recommended as follows:

Sl. No.	Aim	Duration
1.	NBA Accreditation of all eligible programs	5 years
2.	Breaking in to NIRF top 100 ranked colleges in Engineering	5 years
3.	Contributing to NAAC A++ Grade for University	1 year
4.	6 Years NBA Accreditation for Departments of CSE & IT	3 years
5.	Filling Sanctioned Seats	3 years
6.	Implementation of NEP 2020 Syllabus	1 year

4. Strategic Plan: The Strategic Plan builds upon the following ten (10) goals for achievement:

- **Goal-1:** To achieve excellence in academics.
- **Goal-2:** To improve research reputation.
- **Goal-3:** To achieve better industry connect.
- **Goal-4:** To achieve internationalization.
- **Goal-5:** To achieve eminence in the sector of Ideation-Innovation-Incubation.
- **Goal-6:** To achieve strong alumni connect.
- **Goal-7:** Faculty empowerment.
- **Goal-8:** Student Engagement- producing outstanding students recognized as critical thinkers and responsible citizens.
- **Goal-9:** To achieve accreditation and improved rankings.
- **Goal-10:** Achieve SMIT branding.

Recommendations are based on carefully mapping accreditation and ranking requirements and focusing major effort on achieving the same. This requires clearly identified action plans to improve academics, research, internationalization, industry-connect and capacity building of faculty members.

Admissions remain critical because of locational disadvantages and overall scenario of higher education in India. All the action plans that support improvement in admissions need to be followed up and implemented diligently.

NEP-2020 is a national vision and it is recommended to align our efforts congruently to it in letter and spirit.

STRATEGIC PLAN DEVELOPMENT

CURRENT STATE

3. CURRENT STATE

This section deals with the evaluation of the achievements based on the previous Strategic Plandocument, which was framed for the year 2021.

3.1 PERSPECTIVES FOR STRATEGIC PLANNING 2021

Sikkim Manipal Institute of Technology (SMIT) aspires excellence in all areas of academic pursuit and institutional investment. Therefore, all institutional efforts and initiatives outlined in this Strategic Plan will emphasize and focus on innovation in meeting the objectives based on the following four perspectives:

P1 - Student’s Perspective : Enhance students’ success and happiness.

P2 - Internal Business Process Perspective : Optimize effort and maximize outcomes in all aspects.

P3 - Financial Perspective : Self sustenance. Increase external funding for projects, consultancy etc.

P4 - Learning & Growth Perspective : Ensure capacity building and facilitate overall growth of all stakeholders through holistic learning.

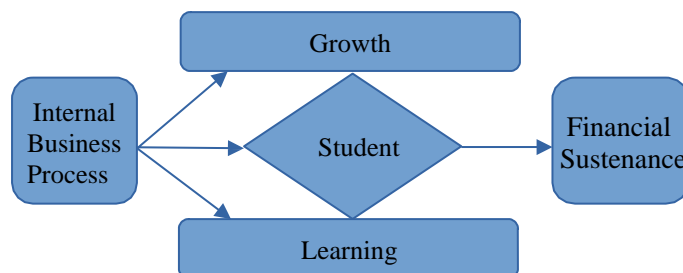


Figure 1: Perspectives of SMIT - 2021

3.2 GOALS SET IN 2021

The Strategic Plan identified the following six (06) goals for achievement:

- **Goal-1:** Holistic Development and Enhanced Students’ Experience.
- **Goal-2:** Improved Perception about SMIT.
- **Goal-3:** Increased Research Footprint.
- **Goal-4:** High Quality Intake.
- **Goal-5:** Improved Belongingness and Work Experience for Members of Faculty and Staff.
- **Goal-6:** Adapt to NEP 2020.

The above set of goals were based on the strategic road map as shown in Figure 2 below.

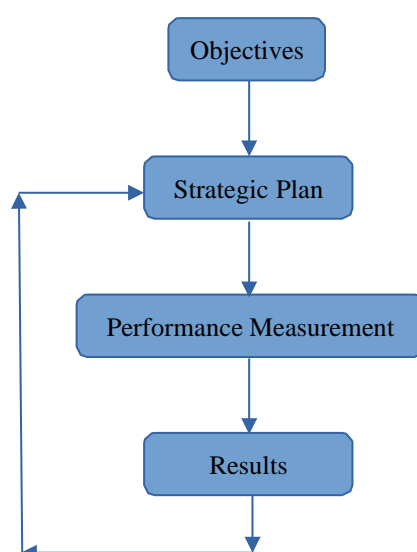


Figure 2: Strategic Road-map

The remaining part of this section would be dealing with the performance measurement vis-a-vis the Strategic Plan Of 2021.

3.3 STRATEGIES AND ACTIONS TO ACHIEVE GOALS - 2021

The strategies and action plans associated with each for the year 2021 were made after due deliberations at the departmental and the Institutional levels. However, a major hurdle in the process of implementation was the global pandemic and the nationwide lock-down and closure of academic institutes, hence, a majority of the strategies could not be implemented in the true spirit of the proposal

- **Goal-1: Holistic Development and Enhanced Students' Experience**

To build an environment conducive for holistic growth of the students and improve learning and stay experience:

- Strategy 1: Improved Academic Delivery - To continuously improve the academic process.
 - Actions:
 - *Dynamic Curriculum* – Balanced and optimally designed courses that offer skill based, job oriented knowledge with scope for academic advancement and intellectual growth.
 - External Inputs.
 - Inter-disciplinary Courses.
 - Achievement – No major revision was carried out for the existing curriculum. However, the essence of balance and optimal design for a dynamic curriculum was maintained through minor revisions and the introduction of Electives. The NEP based curriculum design was initiated towards the end of the year and was expected to be put up for approval by April 2022.

- *Augment BOS support* – Enhanced role of departmental Board of Studies to include mentoring and fine tuning departmental processes.
 - BOS meeting at least twice a year.
 - Analyze results.
 - Analyze feedback.
 - Discuss developments in branch.
- *Achievement* – Result analysis and feedback analysis has been done. However, the format of result analysis needs to be looked into. The role of BOS still needs to be augmented further. Furthermore, the visiting NBA team’s observations about BOS constitution was also noted.
- *Academic Audit* – Inter-departmental audit of academic process to enable identification and sharing of best practices.
 - Annual Calendar Event.
 - Performance Based Parameter setting.
- *Achievement* – Common format for Academic Audit as per requirements of accrediting bodies being framed. IQAC has issued dates for academic audit. However, inclusion of an external auditor in academic audit required. Margadarshak may play the role. Performance Based Parameter setting being incorporated through new PMS policy.
- *DAC monitoring of lecture delivery* – Senior faculty members of Faculty monitoring classes.
 - Uniform periodicity across all departments.
 - Analysis and Action Taken report submission to IQAC.
- *Achievement* – Uniform periodicity across departments not maintained. Analysis and Action Taken report mostly weak.
- *Class Conduction Report* – Ensure course coverage and facilitate equitable growth for fast, average and slow learners.
 - Central Repository.
 - Record of remedial classes for slow learners.
- *Achievement* – Central Repository maintained through LMS embedded in eCampus Manager Software Platform. Record of remedial classes weak across departments.
- *Adjunct Faculty/Guest Lectures* – External input in Teaching Learning.
 - Create pool.
 - 20 hrs/year on a subject.
- **Achievement – Not achieved**

- *Industry Interaction* – To update on Industry Practices.
 - Guest Lectures from Industry.
 - Adjunct Faculty from Industry.
- **Achievement – Weakly achieved.**

- *Class Committee Formation* – To improve student connect, improve feedback mechanism, and facilitate involvement of students in policy making.
 - In-semester meeting.
- **Achievement – HoD meeting with CR’s could not be regularly conducted due to online mode. However, HoDs stayed connected through meetings and communication via TGs. Class Committee formation not achieved.**

- *Feedback* – To improve involvement of stakeholders in the development of the institute.
 - Teaching Learning - Twice a semester.
 - Course Exit – End of each semester.
 - Program Exit – End of program.
 - Alumni Feedback – Annual.
 - Employer Feedback – Periodicity
 - Parents Feedback – Annual
 - Facilities Feedback – Annual
- **Achievement –**
 - **Teaching Learning Feedback included as a calendar event.**
 - **Course Exit Feedback being taken by certain departments.**
 - **Program Exit Feedback being taken by certain departments.**
 - **Alumni Feedback has been centralized.**
 - **Employer Feedback has been centralized.**
 - **Parent’s Feedback has been centralized.**
 - **Facilities Feedback being merged with Student Satisfaction Survey and being centralized.**
- **Strategy 2: Recruit qualified and competent faculty.**
 - **Actions:**
 - *No non-PhD recruitment of faculty – Minimum qualification for Faculty Recruitment set to PhD.*
 - **Achievement – Implemented except for high demand departments.**

- *Technical interview at department level and Faculty Seminar* – Three tier selection process with departmental, institute and university level scrutiny.
- **Achievement – Not implemented.**

- *International and National Diversity in Recruitment* – Recruitment from beyond regional and national boundaries.
- **Achievement – Not achieved**

- **Strategy 3: Improve academic infrastructure.**
 - Actions:
 - *Emphatic use of Technology in Pedagogy* - Use of technology to augment lecture preparation and delivery.
 - **Achievement – Initiated.**

 - *Improve Internet Bandwidth* – Continuous upgradation of internet bandwidth and reliability at competitive costs.
 - **Achievement – Being upgraded almost annually.**

 - *Upgrade and Create Specialized Laboratories with Funding from various Agencies* – Upgrade existing laboratories and create new facilities through government funding schemes.
 - **Achievement – Not initiated.**

 - *Industry Sponsored Laboratories / Centers of Excellence* - Upgrade existing laboratories and create new facilities through industry tie-ups.
 - **Achievement – Initiated by a couple of departments.**

- **Strategy 4: Augment research.**
 - Actions:
 - *Equitable Teaching, Research and Academic Assignments* – Teaching load balanced with research and other activities to enable members to flourish.
 - **Achievement – Initiated.**

 - *Identify prospects at Assistant Professor Level* –Early identification of research aptitude
 - **Achievement – Initiated.**

 - *Endowment Fund and T.M.A. Pai Research Fund* – Equitable and Optimized allocation of funds.
 - **Achievement – Being done.**

- *Mentor-Mentee for External Research Funds* – Team building and guidance roles for senior members of faculty.
- **Achievement – Being followed by some departments.**

- *Engage UG Students in Research* – Initiate students to research at an early stage.
- **Achievement – Being implemented by some members of faculty.**

- *Project Based Learning* – Hands on learning opportunities with possibility of extension to research.
- **Achievement – Being implemented by some members of faculty.**

- **Strategy 5: Enhance student-faculty interaction.**
 - Actions:
 - *Stress Teacher-Guardian Interaction* – Much appreciated practice, to be strengthened for emotional and intellectual growth of students.
 - **Achievement – Being implemented by some members of faculty.**

- **Strategy 6: Encourage self-learning.**
 - Actions:
 - *Encourage Student Enrollment in MOOC Courses* – Credit transfer from MOOC courses.
 - **Achievement – Implemented.**

 - *Encourage Self-Paced Learning in line with NEP 2020* – Plan supporting study breaks for students.
 - **Achievement – To be implemented with NEP.**

 - *Scope for Self-learning in Syllabus* – Teaching Learning Process to include Self-Learning.
 - **Achievement – Included formally. Implementation needs further strengthening.**

- **Strategy 7: Enhanced Alumni Interaction.**
 - Actions:
 - *Engage Students in Alumni Meet in Online and Annual Physical Mode* - Relation building initiative.
 - **Achievement – Partial achievement.**

- *Better Utilization of Alumni Mentor Scheme* – Existing scheme to be reinforced.
- **Achievement – Not achieved.**

- *Motivational Talks by Alumni* – Frequent alumni engagement for better connect.
- **Achievement – Partial achievement.**

- *Alumni Newsletter* – Improved circulation strategy for existing scheme.
- **Achievement – Implemented.**

- *Alumni Portal* – Wider publicity to existing initiative.
- **Achievement – Implemented.**

- *Social Media Interaction* – Emphasis on social media presence and social media-based interaction with alumni
- **Achievement – Implemented.**

- *Students – for – students Program* – Senior students mentoring junior students.
- **Achievement – Implemented by some departments.**

- **Strategy 8: Knowledge Enrichment**
 - Actions:
 - *Encourage In-house Faculty Development Programs* – Promote faculty development programs through the Faculty Development Cell.
 - **Achievement – Implemented.**

 - *Encourage Faculty Attendance in External Programs* – Encourage members of faculty to participate in STTP, FDP and refresher programs organized by external agencies.
 - **Achievement – Implemented.**

 - *Encourage Strategic Partnerships with Academically and Technologically Superior Institutes/Agencies* – Promote MOU's and active collaboration with academically and technologically superior institutes/agencies at national and international levels through International Collaboration Cell.
 - **Achievement – Initiated.**
- **Strategy 9: Build Entrepreneurial Culture**
 - Action:

- *Organize Motivational Talks by successful entrepreneurs* – Collaborate with AIC-SMUTBI Foundation and encourage IIC to organize more such programs.
- **Achievement – Initiated.**
- *Organize Cohorts, Hackathons and Contests* – Institutes Innovation Council to be encouraged and supported.
- **Achievement – Implemented.**
- *Identify Students Projects with Product Promise* – IIC initiative to be encouraged and revived through Departmental support.
- **Achievement – Initiated.**
- *Facilitate pre-incubation through Institutes Innovation Council* – Garner support for IIC through AIC-SMUTBI Foundation.
- **Achievement – Initiated.**
- *Internships in AIC-SMUTBI Foundation Incubates* – Build facilities students to intern with start-ups at AIC-SMUTBI Foundation.
- **Achievement – Not Initiated.**
- *Open Electives through AIC-SMUTBI Foundation* – Involve AIC-SMUTBI Foundation in academic activities.
- **Achievement – Initiated.**
- *Facilitate Entrepreneurial Breaks* - Entrepreneurial breaks for students mid-course.
- **Achievement – Not Initiated.**
- **Strategy 10: Student Welfare**
 - Action
 - *Effective Communication* – Single platform for communication with Students.
 - **Achievement – Not Implemented.**
 - *Active Student Support System* – Leverage faculty support to build a student friendly environment.
 - **Achievement – Initiated.**
 - *Club Activities – Team Building & Leadership* – Increase and promote student activities at intra and inter-University levels.

- **Achievement – Initiated.**
- *Collaboration with Reputed Organizations –*
 - Tie-ups with agencies of national and international repute like Isha Foundation, Ramakrishna Mission, SPICMACAY, HMI, YMCA, YHAI etc to increase exposure for students.
 - Promote and facilitate volunteer activities for students in event management.
- **Achievement – Initiated.**
- *Effective Mentoring –* Mentor-Mentee scheme for student-teacher bonding and academic collaboration.
- **Achievement – Initiated.**
- *Conducive Hostel Environment –* Promote a culture of tolerance and bonding in hostel and build a truly cosmopolitan environment.
- **Achievement – Initiated.**
- *Health & Hygiene in Mess –* Periodic and surprise inspection to check cleanliness and quality of food.
- **Achievement – Initiated.**
- *Health & Healthcare Support -*
 - Awareness programs.
 - Yoga training.
- **Achievement – Initiated.**
- **Strategy 11: Improved Training, Placement & Industry Liaison**
 - Actions:
 - *Industry Internships –* Active collaboration with industry partners.
 - **Achievement – Initiated.**
 - *Industry Collaborations –* Industry participation and partnership for academic and research.
 - **Achievement – Initiated.**
 - *Preparatory Training Programs:*
 - Placement
 - Higher Studies
 - **Achievement – Initiated.**

- *Placements* – Equal opportunity for all branches of study.
- **Achievement – Initiated.**

- **Goal-2: Improved Perception about SMIT**

To promote and improve the image of the organization at national and international levels.

- **Strategy 1: Achieving Goal-1 to give better word of mouth publicity.**
 - **Achievement – Partially Achieved.**
- **Strategy 2: Increase Social Media Visibility.**
 - **Actions:**
 - *Stronger Social Media Presence* – Well planned social media activities.
 - **Achievement – Initiated.**
 - *Professional Marketing Initiatives* – Engage marketing experts to brand and promote the organization.
 - **Achievement – Initiated.**
- **Strategy 3: School/Diploma Institute Contact Program**
 - **Actions:**
 - *Dedicated School Contact Team* – Connect with schools to promote the organization through various student centric programs.
 - **Achievement – Implemented.**
 - *Dedicated Diploma Institute Contact Team* - Connect with diploma institutes to promote the organization through various student centric programs.
 - **Achievement – Implemented.**
- **Strategy 4: Improve Rankings**
 - **Actions:**
 - *Administrative Audit* – Bi-annual audit of filing and documentation.
 - **Achievement – Initiated.**
 - *Training Programs* – Ranking centered training for knowledge enrichment and value addition.
 - **Achievement – Initiated.**

- *NBA Accreditation.*
- **Achievement – Partially achieved.**

- *NAAC Process Refinement.*
- **Achievement – Initiated.**

- *Expand Institute Innovation Council Activities for Better ARIIA Rankings.*
- **Achievement – Initiated.**

- *Planned Activities for NIRF Ranking.*
- **Achievement – Initiated.**

- **Strategy 5: Achieving Goal-3.**
 - **Achievement – Partially achieved.**

- **Goal-3: Increased Research Footprint**

To promote research and facilitate output in terms of products, patents and publications.

- **Strategy 1: Goal-1 Strategy-4**
 - **Achievement – Partially Achieved.**

- **Strategy 2: Attractive Fellowships for UG, PG and PhD.**
 - **Achievement – Not Implemented.**

- **Strategy 3: Encourage Funded Research Projects**
 - **Actions:**
 - *Educate and Sensitize Faculty members* – Information propagation, sensitization, and guidance for faculty members.
 - **Achievement – Initiated.**

 - *Facilitate Collaboration* – Encourage Collaborations with academically and technically superior institutes.
 - **Achievement – Initiated.**

 - *Encourage Inter-Departmental Research Teams* – Promote team building at institute level for inter-departmental research.
 - **Achievement – Initiated**

- **Strategy 4: Increase Number of Copyrights, Patents & Indexed Research Publications**
 - Actions:
 - *Incentives for publications* – Promote existing scheme.
 - **Achievement – Implemented.**
 - *Financial Support for Attending Conferences* – Encourage faculty members to attend conferences.
 - **Achievement – Implemented.**
 - *Professional Help for Patent filing.*
 - **Achievement – Not implemented.**
 - *Professional Help for Copyright filing.*
 - **Achievement – Implemented by some departments.**
- **Strategy 5: Optimal Utilization of Research Grants**
 - Actions:
 - *Equitable Distribution.*
 - **Achievement – Initiated.**
 - *Periodic Evaluation of Progress with Special Stress on Value Addition.*
 - **Achievement – Initiated.**
 - *Facilitate Funding Student Projects.*
 - **Achievement – Initiated.**

- **Goal-4: High quality intake**

To continuously improve upon the quality of student admissions.

- **Strategy 1: Achieving Goal-1 through Stakeholders' Experience.**
 - **Achievement – Partially achieved.**
- **Strategy 2: Achieving Goal-2 to Improve Perception.**
 - **Achievement – Partially Achieved.**
- **Strategy 3: Planned Marketing.**
 - Actions:
 - *Technology Enabled Internal Process Management.*
 - **Achievement – Initiated.**

- *Full-time Counselors.*
- **Achievement – Not Implemented.**

- *Professionally Developed Marketing Materials.*
- **Achievement – Implemented.**

- *Marketing Support.*
- **Achievement – Not implemented.**

- *Liberal Scholarships -*
 - *Core Branches*
 - *Meritorious Students*
- **Achievement – Not implemented.**

- *Publicize AICTE Scholarships*
- **Achievement – Initiated.**

- **Goal-5: Improved Belongingness and Work Experience for Members of Faculty and Staff.**

To improve work environment in-order to reduce attrition and build and maintain a high-quality pool of human resource.

- **Strategy 1: Achieving Goal-2 to Improve Perception.**
 - **Achievement – Partially Achieved.**

- **Strategy 2: Achieving Goal-3 to Facilitate Research.**
 - **Achievement – Partially achieved.**

- **Strategy 3: Incentives from Funded Projects.**
 - **Actions:**
 - *Part of funds Received as Overheads as Faculty and Staff Incentives.*
 - **Achievement – Implemented.**

- **Strategy 4: Sponsored Membership of Professional Bodies**
 - **Actions:**
 - *Sponsored Membership of Professional Bodies for Faculty Members with Significant Research Outputs.*
 - **Achievement – Implemented by certain departments.**

- **Strategy 5: Policies to Ensure All-round Growth and Happiness of all Individuals.**

- Actions:
 - *Employee Profiling.*
 - **Achievement – Initiated.**

 - *Skill Upgradation Training.*
 - **Achievement – Initiated.**

 - *Motivation.*
 - *Conducive Work and Stay Environment.*
 - *Health and Medical Facilities.*
 - **Achievement – Initiated.**

- **Goal-6: Adapt to NEP 2020.**

To look ahead and plan for the future in-line with government policies.

- **Strategy 1: Plan Flexible Curriculum**

- Actions:
 - *Increase Electives.*
 - **Achievement – Implemented.**

 - *Implementation of Choice Based Credit.*
 - **Achievement – Not Implemented.**

 - *Promote Inter-departmental Electives.*
 - **Achievement – Initiated.**

 - *Approve MOOC credits.*
 - **Achievement – Implemented.**

 - *Simplify Credit Transfer.*
 - **Achievement – Not implemented.**

 - *Facilitate Course Breaks.*
 - **Achievement – Not implemented.**

3.4 STRENGTHS – WEAKNESSES – OPPORTUNITIES - CHALLENGES (SWOC) FOR FUTURE

SWOC Analysis Workshop conducted on 19th January 2022 at SMIT. Day long workshop with four groups composed of Heads of Departments and Heads of Offices. Each group had four to six members who discussed on one of the four verticals and presented their findings along with a report.

The following are the findings:

● **STRENGTHS:**

- State – of- the- art infrastructure and facilities.
- Institute locational ambience (surrounded by green hills, eco-friendly environment, rich in biodiversity).
- Good faculty retention.
- Manipal brand value – Good market standing.
- Experienced team leaders with dedicated supervisory skills on operational fronts.
- Continuous improvement in national level ranking viz – NIRF, ARIIA
- Accredited by external agencies such as NAAC, NBA
- Excellent ATAL Incubation Centre (AIC SMUTBI) in North East.
- State – of- the- art library facility with good collection of books.
- Well-furnished hostel rooms with attached washrooms.
- Updated curriculum having minor specialization, open electives, program electives, Major projects, Minor Projects, Summer internship, Industrial Training.
- Encouraging the faculty members & staff by recognizing their contributions.
- Welfare schemes like LTC, LTA, Gratuity, Group Health Insurance, staff club etc.
- Regular interval of Faculty Development Programs.
- High speed internet & Wi-Fi facilities.
- Excellent Teacher Guardian scheme.
- Student Benevolent fund for meeting dire needs.
- Scholarship schemes under various categories.
- Excellent placement records
- Extra – curricular activities through dedicated clubs viz. SMITMUN, TEDx.

- Co-curricular activities NSS, NCC, etc.
- Secured & safe campus (Anti-ragging committee, Grievance committee, POSH Committee)
- Standard sports facilities.
- Optimized use of available resources.
- MOOC, Swayam, Coursera courses.
- International / national workshops / conferences at regular intervals by the departments.
- TMA Pai and Endowment grants for faculties and students.
- Extending financial support to students and faculties to attend conferences & for publications.
- Institute Innovation Council.
- Centre of Excellence like Remote Sensing & GIS.
- Supercomputing facility like Paramshawak.

• Action Points:

Sl. No.	Action	Priority
1.	NAAC and NIRF Score need to be improved to increase quality of admission and external funded projects.	1
2.	Increase admission in core branches vis lateral entry in order to get NBA accreditation.	1
3.	Increase in entrepreneurial ventures using AIC among faculty and students to increase ARIIA ranking	1
4.	Multidisciplinary programs can be started under NEP 2020, viz. Bio-Mechanical Engineering, Fintech Engineering/Management	1
5.	Conversion of conference proceedings into a SCOPUS indexed one.	1
6.	Introduction of value added and skilled based courses as per NEP 2020 guidelines, viz Metal Machining and Fabrication, Wood Working, Interior Decoration etc.	1
7.	Upgradation of all class rooms into Smart Class Rooms with immediate effect in order to ensure ranking and academic excellence	1
8.	Seed money for research & publication to all faculty members.	1
9.	More number of scholarships to full time research scholars. Atleast 02 full time research scholars per year per department.	1
10.	Multidisciplinary research to start immediately.	1

11.	Special monitoring, motivation, and encouragement of weak students.	1
12.	Bright students to be encouraged for innovation, research works, higher studies and competitive examinations.	1
13.	Outreach activities need to be enhanced like – village adoption / financial aids to weaker sections, health camps etc.	2
14.	National and international collaboration to be strengthened.	2
15.	Enhancement of outdoor sports facilities like athletic track, cricket ground etc.	3
16.	Need to increase participation at inter-institute and inter-university levels for sports and other cultural activities.	3
17.	Implementation of career-oriented course in sports.	3
18.	A proper auditorium needs to be constructed to upgrade the infrastructure	3

Table 1: Action Points for Strengths

• **WEAKNESSES:**

- Academic profile of faculty members unattractive.
- Junior Engineers are not trained to handle labs.
- Student Information System software not robust.
- Examination system not automated.
- Inadequate SCI and Scopus indexed publications.
- Lack of student publication.
- Lack of full-time PhD scholars.
- Lack of external funded projects.
- Lack of enthusiasm for university funded projects.
- Lack of consultancy activities (except Civil Engg Dept).
- Lack of national and international collaboration.
- Lack of flexibility in the university to promote research.
- Lengthy and discouraging process of PhD registration.
- Lack of clarity on PhD scholarships.
- Accommodation of guests, students and part-time research scholars are not subsidized.
- No Entrepreneurship Development Cell (EDC) in SMIT.
- Alumni contact and connection is not very strong.
- Alumni Meet is not organized regularly in SMIT.
- Involvement of alumni in decision making is lacking.
- Interaction with core industries has become almost nil due to lack of visit from either side.
- Promotion of faculty members is not done regularly.

- Lack of transparency in the implementation of policies. Implementation of rules (leave/sabbatical/lien etc.) in SMIT is very much person (leadership) centric.
- Salary is not as per the government salary scheme.
- Five days a week is not implemented.
- National Pension Scheme not implemented.
- PMS is not transparent. It is totally biased and not suitable for academia.
- Faculty/staff retention has become challenging due to lack of medical facilities and children's education.
- Lack of active cell to conduct coaching for GATE, IES and other competitive examinations.
- Negligible MOUs with international institutes and organizations.
- At present, international research collaboration is only at personal level and with a very few faculty members.
- NIRF rank and NAAC accreditation score is poor/ not up to the mark.
- All departments are neither NBA accredited nor qualify to apply for accreditation.
- Negative perception among students regarding placements, especially among the core branch students.
- Inadequate media coverage and advertisement.
- Lack of meetings with parents.
- Organization of attention-drawing events is lacking.
- Absence of brand ambassador for SMIT/SMU.
- Un-interactive and ill-informative website.

• Action Points:

Sl. No.	Action	Priority
1.	API score instead of PMS.	1
2.	Sending Junior Engineers for training.	1
3.	Framing of industry-oriented syllabus.	1
4.	SIS and Examination System to be upgraded.	1
5.	Faculty member with profound research experience must be brought at the helm of research.	1
6.	Grant for attending National/International conference must be allowed to be utilized for publishing research article in Open access SCI journals. This grant to be carried forward in the next years.	1

7.	Faculty member must be given six months paid leave for PhD course work. University must provide additional leave to complete doctoral research.	1
8.	Seed money must be given to faculty members to carry out research.	1
9.	TMA Pai Grant aided research progress monitoring and assessment should be done by appropriate panel capable of evaluating the specific research.	1
10.	Research and SCI/ Scopus publication must be emphasized for faculty members and students.	1
11.	Implement transparent system for PhD scholarship, free accommodation, and subsidized food.	1
12.	Build facility appropriate for international visitors.	2
13.	EDC should be established in SMIT.	1
14.	Workshops should be conducted regularly.	1
15.	Alumni meet to be organized in SMIT.	1
16.	Funds and support should be provided to organize departmental alumni meet.	1
17.	Alumni should be informed on important decisions, their feedback should be collected and considered.	1
18.	Industry oriented courses and syllabus should be framed in consultation with industry.	1
19.	Academia – Industry collaboration should be explored and established.	1
20.	Salary must be at par with the Govt. of India scale.	1
21.	Five-days a week work schedule must be implemented without delay	1
22.	National Pension Scheme must be implemented.	1
23.	Replace PMS with API or it should be justifiable.	1
24.	Promotion of faculty members must be done regularly on attainment of eligibility criteria and not delayed on excuse of lack of vacancy.	1
25.	Faculty contribution towards the growth of the institute should be counted as a promotion criterion.	1
26.	Encashment of EL must be revised. EL cannot be deducted automatically without consent of the faculty members/ staff.	1
27.	An active cell must be opened for coaching of GATE/competitive examinations	1
28.	Faculty members having international collaboration and contacts must be given the charge to enhance internationalization, and to increase the number of MOUs.	1
29.	Strategies and measures must be initiated/ implemented to improve NIRF rank and NAAC score.	1

30.	Facilities including manpower must be provided to the departments having potential to apply for NBA accreditation.	1
31.	Institute must improve placements, especially among the core branch students and ensure internship of students in core companies.	1
32.	A separate T&P Cell for Core Branches (CE, ME, and EEE) should be established.	1
33.	Advertisement in print and visual media must be enhanced and continued throughout the year.	1
34.	Meeting with parents should be organized at least once in every semester.	1
35.	Important events that catch media attention should be organized.	2
36.	Eminent person/ personality should be appointed as the Brand Ambassador for SMIT.	1
37.	SMIT/SMU websites must be upgraded and maintained by professionals and not by in-house amateurs.	1

Table 2: Action Points for Weaknesses

• OPPORTUNITIES:

- Proposed Train Connectivity: Communication
- Being located in North-East region getting research grant from external agencies may be comparatively easy for enhancing research.
- Increase research participation.
- PhD enrolment
- Higher Studies facility for industry personnel
- Central Research Facilities
- Faculty & Student Exchange
- Employment / Internship opportunity of students through expert consultancy
- Skill Building
- Establishment of Manipal International School
- Establishment of SMIT Extension Centres
- Introduction of new courses which are having high demand in market.
- Introducing diploma courses in core branches in engineering
- Ease of Operation / User Satisfaction
- Alumni Engagement & Nurturing
- SMIT Branding

● Action Points:

Sl. No.	Action	Priority
1.	R&D office / HOD may conduct awareness program on various schemes falling under DONER /AICTE/DST etc.	1
2.	Fee waiver to in-house faculty members and students on attending the conferences within the institute	1
3.	Scholarship & free accommodation for all full-time research scholars.	1
4.	Academic policy for such candidates to be framed.	1
5.	Capacity Building based on shared / inter-disciplinary research	2
6.	Internationalization through collaboration with Manipal Group Institutions outside India.	3
7.	Improvement in present consultancy by the Academic departments to attract more companies which may further involve them to provide employment opportunities for SMIT students.	1
8.	Periodic Industry driven sessions at SMIT in physical mode	1
9.	Manipal branded higher schooling system may be established to attract senior secondary students (Class VIII onwards) which may bridge the supply gap from school to college	3
10.	Establish extension campus in near Gangtok with non-B. Tech. (MBA, BBA etc.) to attract students from adjoining areas	1
11.	B.Sc., Law, B. Ed. may be introduced, requirement minimal infrastructure	2
12.	CE, EEE, ME may introduce Diploma program.	2
13.	Improved internal process efficiency for better service delivery with technology integration and staff motivation	1
14.	Technology enabled alumni support system	2
15.	Enhanced visibility of SMIT in digital/physical space using PR agency	1

Table 3: Action Points for Opportunities

● CHALLENGES:

- Locational disadvantage- especially prominent during the admission time (June to August)
- Opening of new colleges and universities in surrounding areas affecting admission.
- Not getting good ranking students from JEE/Manipal Entrance Test
- SMIT is at the back foot due to its NIRF ranking during online group counselling.
- Lack of robust marketing.
- De-marketing of SMIT/ SMU by the agents focusing on the issue that SMU is recognized only for distance education.
- De-marketing by agents.
- Negative word of mouth from the alumni/ current students/ parents/ employees.

- Image of SMU-DE.
- Perception on cost of study.
- Different guidelines from UGC/ AICTE from time to time.
- Demand of the industry is changing.
- Demand from the students is changing.
- Fast change in the research environment and modern tools.
- High publication fees demand by open access SCI journals.
- Unable to attract unemployed PG students as full time research scholars.

● Action Points:

Sl. No.	Action	Priority
1.	Indirect and innovative marketing (highlighting achievements of the students/faculty and staff.)	1
2.	Special scholarship to good JEE rank holder for all the branches (eg. 5 seats in all the branches).	2
3.	Focus on academics (classroom teaching).	1
4..	Improving teacher-student-parent relationship.	1
5.	Single window system.	1
6.	Enhancing happiness index through better campus life and by providing free mental space.	2
7.	Enhancing outreach programs.	1
8.	Enhancing industry- academia relationship.	1
9.	Industry oriented syllabus preparation.	1
10.	Guest lectures from industry personnel.	1
11.	Implementation of NEP.	2
12.	Improve research environment by easing the admission process.	1
13.	Organizing formal and informal regular brainstorming sessions on modern research tools and methodologies.	2
14.	Attracting PhD scholars from outside the state (as it adds more value to NIRF ranking) by providing scholarship to all the fulltime PhD scholars.	1

15.	Providing financial support for open access SCI/ Scopus journal publication by enhancing the current norms of financial support for attending conference and/or from TMA Pai minor/ major grant/ Endowment fund.	2
17.	Direct collaboration with the reputed publication houses (eg. Elsevier, T&F, Springer etc.)	1

Table 4: Action Points for Challenges

STRATEGIC FUTURE PLAN

4. STRATEGIC FUTURE PLAN

Considering the achievements of the institute in the past year, the developments on strategic directions, potential for growth and market, societal and regulatory demands, the following targets have been identified for future achievement/accomplishment:

Sl. No.	Aim	Duration
1.	NBA Accreditation of all eligible programs	5 years
2.	Breaking in to NIRF top 100 ranked colleges in Engineering	5 years
3.	Contributing to NAAC A++ Grade for University	1 year
4.	6 Years NBA Accreditation for Departments of CSE & IT	3 years
5.	Filling sanctioned seats	3 years
6.	Implementation of NEP 2020 Syllabus	1 year

Table 5: Targets Set

To achieve and accomplish the targets set and to set the milestones, the following specific goals have been identified for the Strategic Plan for 2022.

The Strategic Plan builds upon the following ten (10) goals for achievement:

- **Goal-1:** To achieve excellence in academics.
- **Goal-2:** To improve research reputation.
- **Goal-3:** To achieve better industry connect.
- **Goal-4:** To achieve internationalization.
- **Goal-5:** To achieve eminence in the sector of Ideation-Innovation-Incubation.
- **Goal-6:** To achieve strong alumni connect.
- **Goal-7:** Faculty Empowerment.
- **Goal-8:** Student Engagement- producing outstanding students recognized as critical thinkers and responsible citizens.
- **Goal-9:** To achieve Accreditation and improved rankings.
- **Goal-10:** Achieve SMIT branding.

####	G-1	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10
O-1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O-2	✓		✓	✓	✓	✓		✓		✓
O-3	✓	✓		✓	✓	✓	✓	✓	✓	✓
O-4	✓	✓	✓		✓	✓	✓	✓		

Table 6: Mapping Goals with Institute Objectives

STRATEGIC PLAN TO ACHIEVE SET GOALS

5. STRATEGIC PLAN TO ACHIEVE SET GOALS

The Strategic Plan of the Sikkim Manipal Institute of Technology, a constituent college of the Sikkim Manipal University, for the year 2022, has been drafted after analysis of the achievement of the targets laid down in the Strategic Plan for 2021. The current plan consists of ten (10) goals identified keeping in view the developments on strategic directions, potential for growth and market, societal and regulatory demands within the framework of university regulations.

- **GOAL – 1:**

To achieve excellence in academics.

Aligned with Institutional Objectives: O-1; O-2; O-3; O-4

Immediate Objectives:

1. Enhance students and faculty member diversity.
2. Continuous improvement in key measures and indicators of performance focusing on student learning.

Action Plan:

1. Updating the syllabus as per the recent trends so that students' skills are valued globally.
2. Incorporate exciting and innovative teaching / learning processes using the latest technology available.
3. Introduction of Specialization courses.
4. Developing conducive environment for student and faculty to excel.
5. Attract and retain scholars to take up teaching & research positions.
6. Introduction of diploma courses in core branches of Engineering to meet socio industrial requirements.
7. Enhancing industry academia relationship
8. Improvement in placements and admission in higher studies
9. Engaging experts from industries and other eminent educational and research organizations for teaching.

- **GOAL – 2:**

To improve research reputation.

Aligned with Institutional Objectives: O-1; O-3; O-4

Immediate Objectives:

1. To enhance quality and quantity of publications, patents, research grants and consultancy work.
2. To enhance national and international academic /industrial collaboration.
3. Setting up centers of excellence.
4. Create interdisciplinary research groups.
5. Provide research support to industry and the community in general.

Action Plan:

1. Attracting PhD scholars from outside the state (as it adds more value to NIRF ranking) by providing scholarship to all the fulltime PhD scholars.
2. Providing financial support for open access SCI/ Scopus journal publication by enhancing the current norms of financial support for attending conference and/or from TMA Pai minor/ major grant/ Endowment fund.
3. Direct collaboration with the reputed publication houses (eg. Elsevier, T&F, Springer etc.).
4. Encourage students to take up research-based project (Mini/Major) in the field of their interest that can be published.
5. Encourage/help student/faculty to apply for patent for innovative projects.
6. Research collaborations-Cross University PhD guidance to be permitted.

- **GOAL – 3:**

To achieve better industry connect.

Aligned with Institutional Objectives: O-1; O-2; O-4

Immediate Objectives:

- Strengthen Industry academia relationship through collaborations.

Action Plan:

1. Permit project guides from industries for PhD/Major/Mini Projects.

2. Organizing invited talks and guest lectures from the industry.
3. MOU with industries for Internships, Major and Mini Projects.
4. Include BOS members from industries.
5. Establishment of Department-Industry collaborative lab for research as per the need of industry.
6. Organize industrial trainings and industrial visits for faculty and students.

- **GOAL – 4:**

To achieve internationalization.

Aligned with Institutional Objectives: O-1; O-2; O-3

Immediate Objectives:

- Achieve internationalization in all aspects of teaching learning and research.

Action Plan:

1. Increase the number of international students.
2. Encourage International PhD guides and scholars.
3. Conduct students and faculty exchange programs.
4. Increase international collaborations.

- **GOAL – 5:**

To achieve eminence in the sector of Ideation Innovation Incubation

Aligned with Institutional Objectives: O-1; O-2; O-4

Immediate Objectives

1. Build an ecosystem for innovation and entrepreneurship environment.
2. Create a mechanism for mass ideation.

Action Plans

1. Encourage students and faculty for innovative projects that can be converted to patents and products for commercialization.
2. Facilitate the conversion of potential projects to viable products.
3. Pre-incubation of viable projects at Institute level for further promotion to AIC

- **GOAL – 6:**

To achieve strong alumni connect

Aligned with Institutional Objectives: O-1; O-2; O-3; O-4

Immediate Objectives

- To ensure strong alumni connect for mutual benefit of institute and alumni

Action Plans

1. Active alumni portal, social media, etc.
2. Involvement of alumni in the institutional affairs – Alumni talk, workshop, mentorship program, invitation of alumni in various events, adjunct faculty from alumni etc.
3. Seek support of alumni in organization of extracurricular activities
4. Regular organization of alumni meets.
5. Regular release of alumni newsletters.
6. Involvement of alumni in placement.
7. Sharing the success story of alumni.
8. Recognition of alumni contribution to alma mater.
9. Assisting alumni for any type of requirements from the institute – e.g.; academic documents.
10. Helping alumni for evaluation of their academic credentials by foreign country for job, higher studies etc.

- **GOAL – 7:**

Faculty Empowerment

Aligned with Institutional Objectives: O-1; O-3; O-4

Immediate Objectives

1. Capacity building of faculties to ensure faculties are up to date with the recent trends.
2. Faculty are ready to contribute to the overall holistic growth of the students.
3. Involvement of members of faculty in administrative affairs.

Action Plans

1. Teaching skills, Soft/Generic skills workshops
2. Student engagement

3. Research skills.
4. Crisis management.
5. Funds for organizing Seminars/Conferences.
6. FDP on specialized areas.
7. Administrative/Leadership Training.
8. Gender sensitization and mental health.
9. Providing resources and autonomy.
10. Help faculty members to undertake activities commensurate with their attitude.

- **GOAL – 8:**

Student Engagement- producing outstanding students recognized as critical thinkers and responsible citizens.

Aligned with Institutional Objectives: O-1; O-2; O-3; O-4

Immediate Objectives

1. To promote experiential learning.
2. Community engagement.
3. Cultural diversity, social justice & opportunity.
4. Creative & responsible stewardship.

Action Plans

1. NSS, NCC Activities.
2. Extracurricular activities.
3. Outreach programs.
4. Conduction of events like SMIT-MUN and TedX.
5. Departmental student societies.
6. Organizing at least two Technical/cultural activities at department level.
7. Motivate students to participate in sports/cultural/Technical Fest/Events organized by third party.
8. Allow students to use labs for their practice/learning any time during office hour.
9. Adopt some villages to engage students in social activity.

- **GOAL – 9:**

To achieve Accreditation and improved rankings

Aligned with Institutional Objectives: O-1; O-3

Immediate Objectives

1. Achieve NBA for all departments.
2. NAAC Accreditation and improvement in NAAC score.
3. NIRF Rank band to be improved.
4. ARIIA Rank band to be improved.
5. Outstanding performance in other rankings like India Today, Outlook, GHRDC etc.

Action Plans

1. Awareness programs.
2. Empowerment of IQAC.
3. Greater powers to DAC.
4. Closer monitoring

- **GOAL – 10:**

Achieve the SMIT Branding

Aligned with Institutional Objectives: O-1; O-2; O-3

Immediate Objectives

Establish and popularize the brand of Sikkim Manipal Institute of Technology as an organization that is committed to provide quality technical education with state-of-the-art infrastructure and facilities.

Action Plans

1. Innovative and indirect marketing.
2. Enhancing outreach programs.
3. Enhancing happiness index through better campus life and by providing free mental space.
4. Improving teacher-student-parent relationship.
5. Manipal branded higher schooling system may be established to attract senior secondary students (Class VIII onwards) which may bridge the supply gap from school to college.
6. Improved internal process efficiency for better service delivery with technology integration and staff motivation. Improved satisfaction index among all stake holders.

This base Strategic Plan document will be evaluated for progress and achievement annually. Course and plan corrections, if any, would be done after due deliberations and with consensus.

Adopted on the day of of **2022** post deliberation and with consensus of Associate Directors of Academics, Research & Development and Student Affairs, all Heads of Departments and all Heads of Offices.

Director
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