1. INTRODUCTION

1.1 HISTORY

Seth Ram Bahadur Singh Gujarati College was started in June 1999 in response to an urgent need for more institutions of higher education in the busy commercial town of Cochin. The college was established in the unaffiliated sector with one Pre-degree batch (Commerce) and one B.Com batch and was the fulfilment of Shri Cochin Gujarati Mahajan's desire to enter into the field of higher education. Shri Cochin Gujarati Mahajan is more than a hundred and twenty five years old. Its members are predominantly businessmen. However, doing business was not their only preoccupation. They have always been aware of their social obligations and responsibilities. So they started an aided English Medium UP School way back in 1921 and later on unaided English Medium High School in 1963. All these institutions are doing very well. It is against this rich experience of managing educational institutions, the Gujarati Mahajan decided to venture into the field of higher education by starting Seth Ram Bahadur Singh Gujarati College. Late Shri. Ram Bahadur Thakur, the leading businessman of Jew town, came forward and contributed the most for starting the college. The Mahajan had been trying to get the college affiliated to the M.G.University right from its inception. Thanks to the bold decision of the then Government of Kerala in liberalizing the education sector from rigid rules, Mahatma Gandhi University granted affiliation to the college to start self-financing degree programme from the academic year 2002-03. It is the desire of the Gujarati Mahajan to start innovative courses in future and make this institution a center of excellence.

1.2 VISION

Our mission is to be a pioneer educational institution that focuses on students' needs and works side-by-side with students in innovative and creative learning environments. At the core of our ethos is the development of critical, creative and socially responsible professionals who will bear the torch of leadership in any endeavor that they undertake.

1.3 MISSION

To fortify and stimulate students to responsibly journey forth in life by equipping them intellectually and emotionally in a holistic academic and constructive non-academic teaching-learning environment.

1.4 Core Values:

1. **Excellence:** We uphold high academic standards and continuously strive for excellence in all aspects of our operations, from teaching and to student support services and community engagement.

2. **Integrity:** We adhere to the highest ethical and professional standards, promoting honesty, transparency, and accountability in all our interactions.

3. **Inclusivity:** We embrace diversity in all its forms and create an inclusive environment where all individuals feel valued, respected, and supported in their pursuit of knowledge and personal growth.

4. **Innovation:** We foster a culture of innovation and creativity, encouraging experimentation and exploration to address complex challenges and drive positive change.

5. **Collaboration:** We recognize the importance of collaboration and teamwork in achieving our goals, and we actively seek partnerships with students, faculty, staff, alumni, and the broader community to enhance learning and scholarship.

SWOC Matrix for SRBS Gujarati College (2024-2027)

Strengths:

1. Established reputation for academic excellence
2. Dedicated and qualified faculty members
3. Diverse range of academic programs
4. Modern infrastructure and facilities
5. Strong community engagement and partnerships
6. Supportive student services and extracurricular activities
7. Financial stability and sound governance

Weaknesses:

1. Limited resources for faculty development and research
2. Inadequate technology infrastructure in some areas
3. Challenges in student graduation rates
4. Lack of diversity in faculty and staff
5. Insufficient support for students from underrepresented backgrounds

Opportunities:

1. Expansion of online learning and hybrid education models
2. Strategic partnerships with industry for internships and job placements
3. Increasing demand for specialized programs in emerging fields
4. Growing interest in community-based learning and service projects
5. Potential for philanthropic donations and fundraising campaigns
6. Integration of sustainability initiatives into the curriculum and campus operations

Challenges:

1. Competition from other educational institutions
2. Rapid technological advancements requiring ongoing investment
3. Changing regulatory landscape in higher education
4. Economic uncertainties affecting student enrollment and tuition revenue
5. Addressing issues of accessibility and inclusivity
6. Adapting to demographic shifts and changing student preferences
7. Balancing academic quality with affordability and accessibility

Strategic Implications:

1. Build upon strengths in academic reputation and community engagement to enhance program offerings and student support services.
2. Address weaknesses in technology infrastructure and faculty development to support innovative teaching and research initiatives.
3. Seize opportunities for strategic partnerships and collaborations to expand opportunities for students and faculty.
4. Mitigate challenges related to competition, economic fluctuations, and regulatory changes through proactive planning and resource allocation.

Strategic Objectives and Goals (2024-2027)

1. Academic Excellence:

Objective: Enhance the quality and relevance of academic programs to meet the evolving needs of students and industry standards.

Goals:

- Increase accreditation and recognition for academic programs.

- Enhance curriculum design to incorporate interdisciplinary perspectives and experiential learning opportunities.

- Implement mechanisms for ongoing program evaluation and improvement based on student feedback and industry trends.

- Promote faculty-led research and scholarly activities to enrich teaching and foster innovation in the curriculum.

2. Student Success:

Objective: Provide comprehensive support services and experiential learning opportunities to empower students to achieve their academic, personal, and career goals.

Goals:

- Improve student retention and graduation rates through targeted interventions and academic advising.
- Expand internship to enhance students' practical skills and global perspective.
- Strengthen support services for student wellness, mental health, and career development.
- Enhance access to financial aid and scholarships to ensure affordability and inclusivity for all students.

3. Faculty Development:

Objective: Invest in the professional development and well-being of faculty members to support teaching excellence, research productivity, and student mentorship.

Goals:

- Provide resources and opportunities for faculty to engage in pedagogical training and curriculum development.
- Support faculty research and scholarly activities through grants etc
- Recognize and reward faculty excellence in teaching, research, and service.
- Foster a culture of mentorship and collaboration among faculty members to promote interdisciplinary research and teaching initiatives.

4. Infrastructure Enhancement:

Objective: Upgrade and expand campus facilities and technology infrastructure to create a modern and conducive learning environment.

Goals:

- Renovate existing facilities and construct new floor to accommodate growing student enrollment and programmatic needs.

- Upgrade technology infrastructure, including classroom technology, labs, and library resources, to support innovative teaching and learning methods.

- Improve campus accessibility and sustainability through infrastructure upgrades and green initiatives.

- Enhance safety and security measures to ensure the well-being of students, faculty, and staff.

5. Community Engagement:

Objective: Strengthen partnerships with local organizations, businesses, and government agencies to promote civic engagement, community development, and social responsibility.

Goals:

- Expand community outreach programs and service-learning initiatives to address local needs and enhance student engagement.

- Forge strategic partnerships with industry stakeholders to provide opportunities for internships, job placements, and research collaborations.

- Engage alumni in mentorship, networking, and fundraising activities to support institutional goals and initiatives.

- Collaborate with local schools and educational institutions to promote educational access and equity in the community.

6. Financial Sustainability:

Objective: Ensure responsible stewardship of financial resources through strategic planning, efficient resource allocation, and diversified revenue streams.

Goals:

- Develop a long-term financial plan that aligns with institutional goals and priorities.
- Increase revenue diversification through fundraising campaigns, grant acquisition, and fee-based programs.
- Implement cost-saving measures and operational efficiencies to maximize resources and minimize waste.
- Enhance transparency and accountability in financial management practices to maintain trust and confidence among stakeholders.

7. Innovation and Adaptation:

Objective: Foster a culture of innovation and adaptability to respond effectively to changing educational trends, technological advancements, and student needs.

Goals:

- Encourage faculty and staff to explore and implement innovative teaching methods and pedagogical approaches.
- Establish interdisciplinary research centers and initiatives to address emerging societal challenges and opportunities.
- Create an agile and responsive organizational structure that facilitates experimentation, learning, and continuous improvement.
- Leverage technology and data analytics to inform decision-making and improve institutional effectiveness and efficiency.

Create Scale in terms of Courses Actions

• The NEP 2020 has far reaching implications on the strategic plan envisaged by SRBS Gujarati College. The immediate priority of college is to create enough scale in terms of the programs by launching new programs and departments.

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

• The college aims to achieve the scale through two strategy –

1 The college will increase the intake of students in the current programs and aim to double the student and faculty count within three years' time

2 The university will start different departments in line with developing itself with a vast array of programs catering to a diverse stream of students.

YEAR	DEPARTMENT	STUDENTS INTAKE(FIRST YEAR)
2021	COMMERCE	54
2021	MANAGEMENT STUDIES	36
2021	COMPUTER	22
2022	COMMERCE	41
2022	MANAGEMENT STUDIES	37
2022	COMPUTER	28
2023	COMMERCE	42
2023	MANAGEMENT STUDIES	44
2023	COMPUTER	26

Summary Cash Flow Statement

PARTICULARS	FIRST YEAR	SECOND YEAR	THIRD YEAR
Opening Cash Balance at the start of the year	3539		
Source of Funds	761605		
Application of Funds	7618941		
Closing Balance end of the year	663		

Income and Expenditure Statement

Revenue from Operations				
Tuition fees and other Fees	9141817.00			
Other Incomes	6700.00			
Total Revenue	9148517.00			
Operating Expenses				
Salary and Benefits	5816855.00			
Other Expenses	2631830.29			
Total Operating Expense				
Excess of income over Expenditure	200109.29			
Excess of income over Expenditure (Excluding Depreciation)				

Financial Strategy Appendix

Introduction: The financial strategy appendix provides a detailed overview of SRBS Gujarati College's approach to financial management and sustainability for the years 2024-2027. This appendix outlines the institution's strategies for revenue generation, cost management, budgeting, and financial planning to support its strategic objectives and goals.

Revenue Generation:

1. **Diversification of Revenue Streams:** SRBS Gujarati College aims to diversify its revenue sources beyond tuition fees to reduce reliance on a single income stream. This includes:
   - Increasing fundraising efforts through alumni engagement, donor cultivation, and grant applications.
   - Exploring opportunities for fee-based programs, continuing education courses, and professional development services.
   - Developing strategic partnerships with industry stakeholders for internships and job placements.
2. **Enhanced Enrollment Management:** The college will focus on attracting and retaining students through targeted marketing efforts, scholarship programs, and enrollment management strategies. This includes:
   - Implementing recruitment initiatives to reach underrepresented student populations and expand the student demographic.
   - Offering financial aid packages and scholarships to attract high-achieving students and promote diversity.
   - Enhancing student support services to improve retention rates and ensure student success.

Cost Management:

1. **Operational Efficiency:** SRBS Gujarati College is committed to maximizing operational efficiency and reducing unnecessary expenditures. This includes:
   - Implementing cost-saving measures such as energy conservation, bulk purchasing, and streamlined administrative processes.
   - Conducting regular reviews of departmental budgets and expenditures to identify areas for optimization and resource reallocation.
   - Investing in technology solutions to automate routine tasks and improve workflow efficiency.
2. **Resource Allocation:** The college will prioritize resource allocation based on strategic priorities and institutional goals. This includes:

- Aligning budget allocations with strategic initiatives and programmatic needs to ensure resource optimization.
- Establishing clear guidelines and criteria for resource allocation decisions to promote transparency and accountability.
- Monitoring budget performance and adjusting allocations as needed to address emerging priorities or changing circumstances.

Financial Planning:

1. **Long-Term Financial Planning:** SRBS Gujarati College will develop a comprehensive long-term financial plan to guide decision-making and resource allocation. This includes:
   - Conducting regular financial forecasting and scenario planning to anticipate future revenue and expenditure trends.
   - Identifying potential risks and uncertainties that may impact financial sustainability and developing mitigation strategies.
   - Engaging stakeholders in the financial planning process to ensure alignment with institutional goals and priorities.
2. **Reserve Fund Management:** The college will establish and maintain a reserve fund to provide financial stability and mitigate risks. This includes:
   - Setting aside a portion of annual revenues for the reserve fund to cover unexpected expenses or revenue shortfalls.
   - Establishing clear guidelines for the use of reserve funds and ensuring compliance with legal and regulatory requirements.
   - Periodically reviewing the adequacy of the reserve fund and adjusting contributions as needed based on changing circumstances.

Conclusion: SRBS Gujarati College's financial strategy appendix provides a roadmap for sustainable financial management and stewardship over the years 2024-2027. By implementing these strategies, the college aims to ensure long-term financial stability and support the achievement of its strategic objectives and goals.

Balanced Scorecard for SRBS Gujarati College

1. Financial Perspective:

- **Revenue Growth:** Total revenue generated from tuition fees, donations, and other sources.

- **Cost Control:** Operating expenses as a percentage of total revenue.

- **Endowment Growth:** Growth in the college's endowment fund through fundraising efforts and investment returns.

- **Financial Sustainability:** Ratio of reserves to annual operating expenses.

2. Customer/Stakeholder Perspective:

- **Student Satisfaction:** Feedback from student surveys and evaluations regarding the quality of education, support services, and overall experience.
- **Alumni Engagement:** Alumni participation in events and mentorship programs.
- **Employer Satisfaction:** Feedback from employers on the preparedness and skills of graduates.

3. Internal Processes Perspective:

- **Academic Program Quality:** Percentage of programs accredited or meeting external quality assurance standards.
- **Faculty Development:** Percentage of faculty engaged in professional development activities.
- **Infrastructure Utilization:** Utilization rate of campus facilities and technology resources.
- **Efficiency of Administrative Processes:** Time and resources spent on administrative tasks per student or per academic program.

4. Learning and Growth Perspective:

- **Faculty Expertise:** Number of faculty with advanced degrees and certifications
- **Student Success:** Graduation rates, retention rates, and post-graduation employment rates.
- **Technology Adoption:** Integration of technology into teaching, learning, and administrative processes.
- **Diversity and Inclusion:** Percentage of students, faculty, and staff from underrepresented groups.

Implementation and Monitoring:

- Define targets and benchmarks for each KPI based on historical performance, industry standards, and strategic objectives.

- Establish mechanisms for regular data collection, analysis, and reporting to track progress and identify areas for improvement.

- Foster a culture of accountability and continuous improvement by involving stakeholders in the review and discussion of performance results.

- Adjust strategies and initiatives as needed based on insights gained from the balanced scorecard to ensure alignment with institutional goals and priorities.