



# I.T.S Dental College Hospital and Research Centre, Greater Noida- 201308

47, Knowledge Park III, Greater Noida, District Gautambudh Nagar, U.P- 201308

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**STRATEGIC PLAN 2019-2024**  
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## PREFACE

**I.T.S Dental College Hospital & Research Centre**, an unaided private college, was founded in Greater Noida in 2006, by the Founder Secretary, Hon'ble **Dr. R.P Chaddha**, under the aegis of **Durga Charitable Society**. Since its inception, the college has created a niche as one of the premier institutes of Dental education in the region of Western U.P.. Our college is affiliated to C.C.S University (Meerut). The college is approved Dental Council of India, New Delhi.

There are numerous achievements to the credit of our college, and it enjoys a reputation of center of academic excellence. This was possible only due to the vision of the Hon'ble. **Dr.R.P Chaddha**, who thinks that, "A nation where the best of healthcare is available to all citizens of India" is the key to achieve "VISION 2020" as perceived by the former President of India, respected Dr A.P.J. Abdul Kalam.

The growth of the **I.T.S Dental College Hospital & Research Centre** in the last few years has been phenomenal. In order to achieve new horizons in the Dental education, the strategic plan is proposed for stepwise growth of the institution in the form of STRATEGIC PLAN- document, which is developed as result of SWOC analysis of the college. The proposed strategic plan document focuses on entrepreneurship, innovations, research, international collaborations. This strategic plan document also includes the detail action plan with implementation schedule for various major activities for development and resource mobilization.

I convey deep appreciation to all my colleague staff members without whose support and sincere contribution, the successful implementation of this STRATEGIC PLAN-2019-24 will not be possible.

Thank you.

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## STRATEGIC PLAN

### 1.0 Preamble

The college has prepared a strategic plan as proposed by the Principal in co-ordination with Management, and GB. The plan is prepared by considering the following aspects:

1. **Assessment, Baseline-** Where we are?
2. **Components-** Where we want to be?
3. **Down to specifics-** How we will do it?
4. **Evaluate-** How are we doing?

1. **Assessment:** The assessment was based on institutional background followed by an environmental scan and SWOC analysis.

2. **Baseline:** The institution's past developments, present situation and future prospects, all significant issues and capabilities as well as any gaps were considered to set the baseline.

3. **Components:** The college STRATEGIC PLAN-2019-24 and mission was set taking into consideration the views of all stake holders, care was taken to imbibe values and guiding principles of the founder and mentors. The college conducts both undergraduate and postgraduate programs in Dentistry. The program educational objectives were prepared using major and specific goals and due consideration has been given to the desired undergraduate Post graduate attributes and program outcomes.

4. **Down to specifics:** To overcome hurdle in the implementation, the strategic plan clearly states the action plan, initiatives, targets, standards for performance and specifications as performance indicators.

5. **Evaluate:** Periodic evaluation is mandatory to keep the plan on track so as to meet the desired targets. Performance management tools, effective review process, feedback mechanisms and corrective and preventive actions are necessary. An in built design system providing space for appropriate revision in plan is incorporated.

## 2.0 Background of the College

**I.T.S Dental College Hospital & Research Centre** was established in the academic year 2006-07 under aegis of Durga Charitable Society and the dynamic leadership of Hon'ble Founder Secretary Mr. R.P Chaddha, in the Greater Noida campus. It is one of the premier institutes established under the flagship of **I.T.S Education Group** situated in the educational belt of Greater Noida. Dr. Chaddha is strongly convinced that establishment of excellent technical institutions is the solution to the problem of development of health center in their part of country. Driven by a mission of providing an excellent quality education **I.T.S Education Group** society has left no stone unturned in setting up Educational Institutes in U.P.

ITSDCGN provides right curriculum and innovative teaching methodologies to all its campuses. At ITSDCGN there is a series of vibrant education and leadership strategies for gaining unbeatable competitive advantage from countrywide experts for a matchless growth beyond the ordinary.

ITSDCGN provides students a vibrant academic experience that adheres to stringent international quality standards, imbibes **life skills** among its students, and prepares them to not only take on competitive careers but also succeed in life

Investment in human potential has helped college to create skilled and devoted team. The college has well experienced and dedicated staff members. Sincere efforts of the faculty members have created history in the academics of CCS University Meerut by showing excellence in the University exams. (Maximum University rankers and distinctions including University topper). Students- Guardian relationship scheme, students committee, student's welfare etc. are the schemes run for the wellbeing of the students. Care taking faculty members enjoys all such activities with students.

College and Clinics is situated in a wi-fi campus, the college has got spacious, well equipped and technically sound laboratories with inbuilt stores for chemicals, glassware, equipment's. Classrooms with audiovisual effects are provided to make teaching effective and communicative.

A separate computer Lab with LAN and internet facility is available with sufficient number of computers. Spacious library with continuous influx of Dentistry books and journals is available for the student's service. ITS DCGN has an attached teaching Hospital where our students learn clinical skills as per DCI guidelines the Hospital is a 100 chaired vast Multispecialty unit with a patient inflow of more than 100 patients per day. Primary emergency care is also provided in the same 24x7. The College has produced more than seven hundred undergraduates and postgraduate

students from both UG and PG programs. As educators we play a crucial role in implementing a framework which ensures educational equity to the socially and culturally diversified student body.



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### 3.0. S-W-O-C analysis of the institute

#### INSTITUTIONAL STRENGTH

1. **Exquisitely structured management system** of the organization with an unambiguous hierarchy.
2. **Impeccable feedback system**, with quick detention of stakeholder's grievances.
3. **E- Governance**- Paperless institution with ORION software to maintain patient records, HRMS for HR related activities, I cloud for Academic management, Complaint management system etc.
4. **Clinical Material- High OPD number** which provides good clinical material for the students.
5. **Infrastructure**- Excellent infrastructure comprising of **State of Art Research Centre, Simulation Centre, latest equipment's like CBCT, LASER, Endodontic Microscope**, Library, centrally air conditioned dental college, AC hostel etc.
6. **Fully equipped indigenous research lab** to foster research and development among faculty and students.
7. **State of Art library** with over 6305 books, 1017 titles and each specialty is well covered with 50 international/ national journals and back volumes along with online access to over 285 online journals and books through EBSCO.
8. **Immensely dedicated and experienced faculty** committed to efficient teaching-learning process duly supported by a proficient administration.
9. **National spread of students**: College gets admissions from various regions of the country thus carrying its name all parts of India.
10. **Balanced Student Teacher Ratio** for effective and robust learning system.
11. **Appreciation awards for outstanding performance for students, staff and faculty** alike.
12. **The college treatment charges** are much lower as compared to those in surrounding institutes delivering oral health care.
13. **Immaculate Community-Social network** with magnanimous presence in rural regions for social welfare and mass outreach

#### Weakness:

1. Curriculum guidelines are given by regulatory bodies thus **limiting autonomy of the institute in curriculum development**.
2. **Low economic status of patients** demanding treatment thus elevating a need for more resources
3. **Location**- Situated in the outskirts of Delhi NCR region, approachability for patients from far off areas is a problem.

#### OPPORTUNITIES

1. **ACADEMICS**- College has a dedicated committee for Academic Planning and receives admission of students who have qualified NEET entrance. This gives an opportunity to excel in academics which is reflected through various University ranks achieved by the students every year.
2. **RESEARCH**- ITSDCGN is a postgraduate institute with State of Art Research Lab and all the necessary equipment's and infrastructure for carrying out research studies. Also, the college has a policy for providing intramural research grant to faculty and students thus opening a lot of opportunities to gain excellence in the field of research.

3. **LOCATION**- The institute is located in the Knowledge Park area of Greater Noida with many institutions around. Dental camps and awareness programs are organized in these institutions as well as the villages around which helps to spread awareness as well as increasing OPD numbers.
4. **TYPE OF PATIENTS**- Since most of the patients reporting to the institute are from low socio-economic status, therefore there arises a necessity for Tobacco cessation programs and dental hygiene awareness amongst them.
5. **STUDENT PLACEMENT**- As the College is situated in the National Capital Region so it is in the proximity of many dental chains and big hospitals. This gives opportunity to the students to be placed in them post completion of their BDS or MDS program.

### **CHALLENGES**

1. Patient **treatment at subsidized rates** despite high inflation rates.
2. Ferrying patients to the dental and medical OPD from **inaccessible rural and sub urban areas**.
3. **Uneven quality of students**- The institute receives admissions from students from various backgrounds. It is a challenge to make all the students conversant with the curriculum. The institute organizes English classes for the students entering 1<sup>st</sup> year of graduation.
4. **Ensuring accountability and work ethics** at all levels and offices.
5. Since the majority of patients are from low socio-economic status, so it is a challenge to convince them for **advanced dental treatments**.

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## 5.0 VISION & MISSION OF THE INSTITUTE

### Vision of the institution

“Inspired learning for healthcare of tomorrow”.

### Mission of the institution

1. To foster higher levels of learning, clinical thinking and evidence-based healthcare capabilities in young professionals.
2. To develop the knowledge, Attitude and clinical skills leading to undergraduate and post graduate degrees in oral health sciences.
3. To encourage evidence-based practices, plicate centered healthcare and research.
4. To foster specialty training & research in all the disciplines of oral health sciences.
5. To prepare & culture healthcare professionals of tomorrow.

### Dilcans of Mission:

#### M1: Academic

With the ever-increasing demand of the Dental profession, this institution has been established with an objective to provide excellence in academics, upholding and maintaining skill based values. Our institution has intellectually rich, adroit and properly trained staff members to disseminate Dental education amongst students. Our motto is to enrich staff knowledge, attitude and skill, to prepare graduates and postgraduates from the future prospective.

#### M2: Research

State-of-the-art research space is provided to carry out research and development activities. The institution has vibrant faculty with active involvement in research. With the advent of new information and cutting-edge technologies, young talents are motivated to take newer challenges to face expanding and enlarging dentistry segment. We encourage students to create, transmit, and apply new knowledge, based on advanced research in the files of dentistry.



Socioeconomic research.

### **M3: Entre preneurship**

Entrepreneurs are usually viewed as individuals who take substantial risks to go out and start new clinics or Hospitals related to the profession. This institution provides a platform with the necessary critical thinking, critical questioning, and problem-solving skills, as well as intellectual curiosity, entrepreneurial spirit, and passion for life-long learning, needed for success over their professional career and for the future development and enhancement of dentistry also encouraging our students to our for substantial contribution to then field through infrastructure.

The training and skill required to be a successful entrepreneur are inculcated among the students,

### **M4: Ethics**

Ethics is the application of values and moral rules to human activities and involves moral duty and obligation. This profession demands high ethical values. Graduates are educated about the fact that dentistry is bound by codes of ethics, which are designed to protect the health and well-being of the public and to ensure ethical behavior among members of the profession. We teach them skills needed in order to address ethical challenges that may arise by illustrating concepts through real-life examples. This institution strives to inculcate moral and ethical values in the graduates and postgraduates in relationships with patients, health professionals and society at large. The study of ethics aims to discover what factors determine whether actions are good or bad and right or wrong, both for individuals and for social groups.

### **M5: Social Responsibility**

Dentistry play important role in health-care system as they are responsible for providing diagnosis treatment and progress to their patients, this discharging, their duties to serve the humanity. The health- care delivery pattern has been completely transformed to an all-together different image. The role

of Dental is now no longer a fixed and rigid one, but has been continuously changing and redefining its meaning and significance in the changing scenario. The bond between dentist and society is becoming stronger day-by-day and acquiring new dimensions. High technological advancement and information explosion have significantly raised the knowledge and quality level, which made the dentists to shoulder bigger responsibilities with appreciable sense of sincerity and dedication. Through the curricular and extra-activities a sense of social responsibility is imbibed in the graduates.



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**Core Values:**

With two campuses across the state, we approach our mission with a commitment to excellence, research, ethical action and social responsibility, for which interdependent core values have been defined. The core values are a set of principles that are aligned with our mission and guide the practice and development of curriculum, faculty, students, and staff. Clinical practice and patient management is also handle by the same.

**Excellence**

We strive to develop and pursue higher standards of teaching and practice by exhibiting quality in staffing, facilities, programs, and services, promoting continuous improvement, encouraging creativity and innovation, utilizing systems that promote student and employee success, encouraging inter departmental collaboration bringing in better treatment modalities for outpatient. Striving for excellence touches all aspects of institute's life from academic programs to sports, from student services to campus environment, form doctors to patients, from recruitment to publications, from special occasions to daily business. A culture of excellence must pervade the institute in both academic and non-academic areas.

**Ethics**

Foster a learning environment that promotes responsible, principled behavior which respects the dignity of all members of the community. We believe in acting with honesty, courage, and trustworthiness. Commit to practices that are fair, and honest.

**Quality**

Provide the best affordable treatments to our patients Provide educational programs that lead to the acquisition of knowledge and skills necessary to achieve information literacy, career advancement, personal enrichment, leadership, and service to the community. Our Institution is dedicated for positive transformation through research, scholarship, and creative works.

**Commitment**

We are dedicated to meeting the needs of the communities we serve. We commit to being responsible and accountable in our operations at all levels of the institution, including continuous assessment of our academic programs and transparency in our operational proceedings. We are committed to improving and providing the best healthcare service to the community at minimal expense of non-renewable resources.

**Respect**

We include stakeholders in the decisions that affect them, treat people with dignity and encourage feelings of self-worth, recognize and support employee and student contributions. Respect for personal dignity and individual potential has consistently prompted our institution to welcome the students and help them succeed.

**Leadership**

Our students will become well-educated qualified and ethical doctors and global citizens who excel in addressing the challenges of the 21st century.

**Diversity**

We embrace diversity as a commitment to fostering a welcoming environment in which all individuals can achieve their fullest potential and in which open and respectful communication is facilitated. ITS Dental College Hospital and Research Centre. continues its efforts to enrich the diversity of its faculty and staff. Such diversity strengthens institutes academic program and educational environment, preparing students to live and practice in an international society and global economy. As well as be well qualified healthcare professionals.

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1. Be among the top 5 Dentistry College in Country by 2025.
2. Develop joint venture/partnership with industries and research laboratories for teaching and research excellence.
3. Develop eco-system for innovation leading to publications, patents, trademarks and copyrights. As well as cost -effective treatments.
4. Develop programs that respond to emerging dental diseases and treatment needs of patients in India

### **7.0 How we Plan to Achieve**

1. By promoting faculty scholarship at the National level.
2. Benchmarking academic programs and processes, best in India.
3. Creating an excellent learning experience through a mix of student and faculty community from the diverse places and patient population India.
4. Developing institutional level partnership with one of the top national Institutions recognized for its academic and research excellence.
5. Strengthen the bondage with community or social organizations at a national level.

### **Following action plan is proposed**

- **Education**

1. Continue to integrate students and alumni feedback on a continuing basis with the developments in curriculum.
2. Provide mentoring support to all faculty members especially those at the junior level.
3. Provide support in the form of human resources, technology and exposure to different sources for development of student centric learning course ware.
4. Provide for development of faculty in curriculum design and delivery.
5. Provide mentoring and counseling services to students to ensure that there is no learner failure.( If need be a mentoring system between students and faculty strengthens students confidence in delivering double and aspirations.

6. Co-design programs and modules with organizational partnership that will enhance clinical skills of students.
7. ITS Dental College Hospital & Research Centre will continue to follow a system of continuous evaluation and feedback to the student. While we wish to create a community of skilled and ethical practitioner, it is to note that ITS Dental College Hospital & Research Centre Greater Noida, will create enough facilities and support infrastructure to ensure that there are no learner failures. Hence, the success of the teacher of the programme will be determined by the strength of its weakest link that what action has been taken to convert the weakest of the weak performer of the class into a higher performer. This obviously implies an investment in competency building of our students through tutorial and small group activities, and special attention to such students on one on one basis.

### **Research and Publications**

#### **Create Institution Level Structure**

1. Constitute Institutional Research Committee.
2. Principal to identify potential researchers that include faculty and PG and UG students.
3. Create platforms (physical / virtual) for sharing research concepts across different departments.
4. Develop research media (newsletters /blogs, etc.)
5. Encourage national/International publication and provide the best available support.

#### **Develop Reward Process**

1. Contributors are rewarded based on their search output.
2. Consider select faculty researchers for suitable rewards such as compensatory allowance for attendance of services/workshops related to the field, for the next academic year.
3. Consider other contributors for suitable rewards.
4. Acknowledge researchers intermedia.

**Further, focus on:**

1. Organize more learner programs at UG level
2. Seek industry funding for research./ setup on organizational funding for applicable in house research
3. Create financial and non-financial support infrastructure to facilitate faculty to pursue the same.
4. Provide innovative, state-of-the-art facilities and laboratories that can function as or serve multidisciplinary research needs of faculty community.
5. It would also provide for financial and non-financial support for encouraging publication.
6. Create infrastructure and resources for research which will impact the development of the state, country and society.
7. Develop & communicate policies related to intellectual property and its commercialization.
8. To prepare better and latest equipment or technologies for students learning
9. To organize modules and short courses in different dental specialties.

**Faculty**

1. Source faculty from leading research and academic institutions in a more aggressive manner.
2. Source faculty from leading institution both in the government and private.
3. Create a faculty development programme for new faculty especially those who have just completed their masters' programme and have a research bent of mind. This will help to create a pool of potential faculty.
4. Provide a mentorship and assistance programme for junior faculty.  
Encourage faculty participation in national/International senior /workshop/conference
5. Likewise performance incentive for outstanding research as evidenced by publication national and international journals, books published by leading publishers will also be put in place.

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**Student**

1. Participate in all major national and international education exhibitions.
2. Strengthen exchange relationship with well-known Institutions/ students exchange programme
3. To promote an all-round development of the students, ITS Dental College Hospital & Research Centre will create a separate programme on soft skills, personality development and languages.
4. Students will also be encouraged to participate in national and international events.

**Community Development**

The ITS Dental College Hospital & Research Centre will be seen as a branch mark for community service provider and, an active promoter of inclusive growth and for this purpose will actively participate in empowering poorer communities through education and development of employable skills. It will also actively participate to develop competencies of NGOs and other social organizations.

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Following complete assessment of the current status and SWOC analysis, the following strategic directions are set for the period of 2019-24

**Strategic Direction 1.** Encourage curricular development and innovation a long way to prepare highly competent Dentists.

**Strategic Direction 2.** Accreditation of the academic programs.

**Strategic Direction 3.** Attract and retain diversified students, faculty and staff.

**Strategic Direction 4.** Create research culture and enhance research scholar activities.

**Strategic Direction 5.** Engagement in impactful community services

**Strategic Direction. 6.** Strengthen Feedback mechanism



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### 9.0 Comprehensive Structure of the Strategic Plan

Objectives	Action Plan	Responsibility
1.1. Strengthening of Existing Programs	Start Intake of PG in on clinical specialties	Academic Monitoring Committee, Principal
	Introduction of Value added courses for UG and PG	Academic Monitoring Committee, Principal
1.2. Expanding library holdings of reference books and databases related to dentistry and medical + Increase holding of National/International journals	Encourage faculty to continuously update their reference sources every 6 months in Cooperation with library assigned faculty	Library Committee
	Allocating funds budgets for acquisition of required learning	

	resources	
1.3.Renovating Laboratories	Allocating funds for renovating laboratories.	Principal,
1.4.Upgrading laboratory facilities	Allocating funds for acquisition of required laboratory instruments.	Principal,
<b>Strategic Direction 2. Accreditation of the academic programs.</b>		
<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>
2.1. IOA Affiliation	Applying for IO Affiliation	Institute accreditation and assessment committee in collaboration with Principal
<b>Strategic Direction 3. Attract and retain diversified students, faculty and staff.</b>		
<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>

3.1	Support diversity in student body	To conduct career counseling workshops and seminars in schools	Principal
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	Establish relation with local Junior/Diploma Colleges	Principal	Continuous process
3.2. Attract faculty of academic and cultural diversity	To develop recruitment plan	HR	2020-21
<b>Strategic Direction 4. Create research culture and enhance research scholar activities</b>			
<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>Expected Completion Date</b>
3.3. Enhance research collaboration among college faculty with the same research interests	Establish research groups within the college of Dentistry	Research Committee	Continuous process
3.4. Increase Research Funding	Research proposals to University and National funding agencies	Faculty members	2020-21
3.5. Enhance research collaboration with National Hospitals & research centers	Establish Linkages, functional MoUs	Principal, Research Committee	Every year

3.6. To upgrade research Lab	To buy suitable (essential) equipment	Research Committee	2020-21
3.7. Organize seminars/workshops conferences (CDE)	To secure organizing partners, Attract sponsorships and organize at least one conference /workshop every year	Principal	Continuous Process
<b>Strategic Direction 5. Engagement in impactful community Activities.</b>			
<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>Expected Completion Date</b>
5.1. Extension activities in the neighbourhood community	To participate in community engagement and outreach activities	Public Health Dentistry Department	Continuous process
5.2. Provide Awareness campaigns of major public health issues in local area	Provide local Community with the awareness and education on health issues	Public Health Dentistry Department	Continuous process

**10. Tool for Evaluation and Monitoring:**



The following strategies will be followed for evaluation and monitoring of the strategic plan-

- a. Formation of evaluation & monitoring committee by involving external experts from industry and academic.
- b. Development of tools and formats for collection of data and analysis of data
- c. Half yearly and annual review against project benchmarks and project plan



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- d. Publication of half yearly and annual reports
- e. Publication project performance report(project-wise)



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