

PREFACE

I.T.S Dental College Hospital & Research Centre, an unaided private college, was founded in Muradnagar in 2000, 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 North India. 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 the vision 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-2017-22 will not be possible.

Thank you.

STRATEGIC PLANNING TOWARDS STUDENT AND PATIENT WELFARE

The I.T.S-CDSR mission is “in service for a healthy nation”. We at the I.T.S-CDSR believe that education is no longer “a one size fits all” scenario. I.T.S has seized the opportunity to rethink and reposition itself to stay relevant and stay ahead using 3 key areas to propel it forward. Its vision has therefore encompassed

1. Curriculum innovation with newer teaching aids/methods.
2. Talent development: staff and students are encouraged on various academic and cultural platforms.
3. Strategic alliances: I.T.S-CDSR has formed a collaboration with the Tufts University, Boston to widen the academic quests of its students.

Elaborating it further, the I.T.S Centre for Dental Studies and Research (CDSR) envisions to impart its students with abundant knowledge, so as to enable them to practice all the specialties of Dentistry, efficiently, in a diligent way while they show evidence of an empathetic attitude towards the patients with simultaneous maintenance of moral standards deemed as appropriate; along with continual innovation, eventually nurturing future Dentists who strive to leave an indelible mark of professional propensity and humanitarian ethos for generations to follow. The Mission of the institute, too, is dissected neatly keeping in focus the needs of its two key elements: Students and Patients.

Mission towards students – The mission of the institute towards its students is to endow them with adequate theoretical, practical and technical skills that equip them with ample resilience and know-how to confidently practice Dentistry, with utmost integrity in any given strata of population, irrespective of cast, culture and creed.

Mission towards patients – The I.T.S-CDSR firmly believes in the notion that a patient is the most important visitor to our college. It is thought that each patient teaches us a lesson that cannot be taught in any book or tome. It is further stressed upon in the institute's mission that, the institute is not doing patient a favor by serving him/her, rather the patient is doing us a favor by giving us an unique opportunity to serve him/her. The mission dictates that the patient doctor relationship should be a life time strong bond, which will reinforce the patient's oral as well as general health and also assuage his/her pain

It is a constant endeavor of the institute per se, to minimize oral health morbidity and elevate hygiene measures to tangible echelons, yet a barrier of patient education remains as Achilles' heel, a weakness with its roots lying in the socio-economic fabric in vicinal regions of the institute. Community Outreach programs take place round the year to maximally benefit the sparsely aware strata of population, which generates a respectable number of patients for the institute and its hospitals. The institute consistently supplements its existing armamentarium of Public health domain by insertion of latest modalities, the recent being a fully equipped dental ambulance featuring two Hi-Tech dental chairs.

The institute duly acknowledges availability of diverse avenues as opportunities to widen the horizons of its evolving base. International Exchange Program in collaboration with the renowned Tuft's University USA has attracted magnanimous credibility to the institute's objective of rife exposure and participative management. In contrast, students with diverse backgrounds have proportionately varied needs, which portray an important challenge for the institute. The learning methodology for such students is continuous evolving and looked after. Furthermore, the quantity of extra mural grants received has shown promising inclines, yet a challenge exists to define areas of unexplored research

which would not only attract eminent faculty, and international students but also would serve to re-establish ITS

CDSR as an imperial centre for excellence in research oriented clinical care.

SWOC Analysis

Strengths:

1. Exquisitely structured management system of the organization with an unambiguous hierarchy.
2. Impeccable feedback system, with quick detention of stakeholder's grievances.
3. Immaculate Community-Social network with magnanimous presence in rural regions for social welfare and mass outreach
4. Prime location on arterial National Highway 58 connecting Delhi NCR with majority of Western Uttar Pradesh State.
5. State of the art Infrastructure, Unparalleled student centric facilities and One of its kind – Centre for Advanced Research in the entire region.
6. Immensely dedicated and experienced faculty committed to efficient teaching-learning process duly supported by a proficient administration.
7. The college treatment charges are much lower as compared to those in surrounding institutes delivering oral health care.

Weakness:

1. Lack of autonomy in curriculum development, although the institute gives timely suggestions to the regulatory bodies for curricular reinforcements.
2. Social and regional factors in the adjoining areas which pose a typical barrier for treatment strategy.

3. Low economic background of patients reporting to the institute thus elevating a need for more resources.

Opportunities:

1. Globally competent programs in collaboration with International enterprises molded to student's expediency are promising avenues to further enhance institute's visibility.
2. To begin with more modular courses extending beyond core curriculum of undergraduate and postgraduate courses, thus enriching professional acumen.
3. Enhancing student-teacher interaction by reducing Student teacher ratio.
5. Expanding capacity of physical infrastructure with growing patient footfall.
6. To attract a larger number of quality corporate companies for campus recruitment drives.

Challenges:

1. To counsel patients for undergoing complete treatment owing to their sparse educational backgrounds.
2. To ameliorate course objectives so as to comply with dynamism of industrial settings in terms of employment and market absorption.

STRATEGIC PLAN

- **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

Strategic Plan

Comprehensive Structure of the Strategic Plan Objectives	Action Plan	Responsibility
Strategic Direction 1. Encourage curricular development and innovation a long way to prepare highly competent Dentists.		
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	
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, Lab. incharge
1.4.Upgrading laboratory facilities	Allocating funds for acquisition of required laboratory instruments.	Principal,
Strategic Direction 2. Accreditation of the academic programs.		
Objectives	Action Plan	Responsibility
2.1. Institutional affiliation with other universities (domestic and international) for various academic programs		Principal office
Strategic Direction 3. Attract and retain diversified students, faculty and staff.		
Objectives	Action Plan	Responsibility
3.1 Support diversity in student body	To conduct career counselling workshops and seminars in schools	Principal
Strategic Plan Establish relation with local Junior/Diploma Colleges	Principal	Continuous process
3.2. Attract faculty of academic and cultural diversity	To develop recruitment plan	HR Continuous process
Strategic Direction 4. Create research culture and enhance research scholar activities		
Objectives	Action Plan	Responsibility
3.3. Enhance research collaboration among college faculty with the same research interests	Establish research groups within the college of Dentistry Fully operational research lab Prof. HariPrakash I.T.S- CDSR centre for excellence in research	Research Committee
3.4. Increase Research Funding	Research proposals to University and National funding agencies Fully operational research lab Prof. HariPrakash I.T.S- CDSR centre for excellence in research	Faculty members
3.5. Enhance research collaboration with National Hospitals & research centers	Establish Linkages, functional MoUs	Principal, Research Committee

3.6. To upgrade research Lab	To buy suitable (essential) equipment	Research Committee
3.7. Organize seminars/workshops conferences (CDE)	To secure organizing partners, Attract sponsorships and organize at least one conference/workshop every year	Principal and Director office
Strategic Direction 5. Engagement in impactful community Activities.		
Objectives	Action Plan	Responsibility
5.1. Extension activities in the neighborhood community	To participate in community engagement and outreach activities	Public Health Dentistry Department
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

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