



JSS ACADEMY OF HIGHER EDUCATION & RESEARCH

STRATEGIC PLAN

Strategic Priorities, Objectives, Implementation and Performance Framework

EXECUTIVE SUMMARY

This Strategic Plan provides a structured institutional planning framework for JSS Academy of Higher Education & Research (JSS AHER), Mysuru. It is designed to translate institutional aspirations into strategic priorities, measurable objectives, implementation actions, performance indicators and risk-aware decision-making. The framework is intended for alignment with the University's approved vision, mission, statutory requirements and leadership priorities.

The plan should be read together with the JSS AHER Risk Management Plan. Strategic risks are identified at the planning stage, assigned ownership and monitored through the institutional risk governance structure.

1. PURPOSE OF THE STRATEGIC PLAN

The Strategic Plan establishes a common institutional direction and provides a mechanism to:

- translate institutional aspirations into clearly defined strategic priorities and objectives;
- align academic, research, clinical, international, digital, financial and infrastructure initiatives;
- define measurable outcomes and key performance indicators (KPIs);
- assign accountability for implementation and review;
- support evidence-based resource allocation and institutional decision-making;
- integrate quality assurance, rankings/accreditation requirements and risk management with strategic planning.

2. STRATEGIC PLANNING PRINCIPLES

- Outcome-oriented planning with clear institutional impact.
- Evidence-based decision-making supported by reliable institutional data and analytics.
- Integration of strategic planning with quality assurance, accreditation, rankings and regulatory requirements.
- Financially sustainable and risk-informed prioritisation of initiatives.
- Student-, patient-, faculty- and stakeholder-centred institutional development.
- Research, innovation, digital transformation and global engagement as enablers of institutional excellence.
- Continuous monitoring, review and course correction based on performance evidence.

3. STRATEGIC PRIORITIES

Strategic Priority	Strategic Objective	Illustrative KPIs
1. Academic Excellence & Quality	Strengthen academic quality, learning outcomes, student experience and continuous improvement.	Academic quality, accreditation outcomes, student progression/completion, stakeholder satisfaction.
2. Research, Innovation & Impact	Increase research quality, funding, interdisciplinary collaboration, innovation and societal impact.	Research quality, publications/citations, competitive grants, patents/technology transfer, research impact.
3. Clinical & Professional Excellence	Strengthen clinical education, patient safety, professional practice and integration of clinical services with teaching and research.	Clinical quality indicators, patient safety, clinical audits, professional outcomes, service quality.
4. Global Engagement & Partnerships	Expand meaningful international partnerships, mobility, collaborative	Active MoUs, mobility, joint programmes/projects, international

	research and global academic engagement.	research and engagement outcomes.
5. Digital Transformation & Data-Driven Governance	Develop integrated digital systems, institutional analytics, cybersecurity and evidence-based governance.	ERP/digital adoption, data quality, analytics dashboards, cybersecurity maturity, process efficiency.
6. Financial Sustainability & Resource Optimisation	Strengthen financial resilience, diversified revenue, cost effectiveness and responsible capital investment.	Budget performance, revenue diversification, liquidity, project ROI, audit outcomes.
7. Sustainable & Safe Campus Development	Develop safe, resilient and environmentally responsible campuses and infrastructure.	Energy/water efficiency, sustainability certifications, safety indicators, infrastructure resilience.
8. Institutional Reputation & Global Standing	Strengthen institutional visibility, reputation, rankings, accreditation performance and stakeholder confidence.	Ranking performance, accreditation outcomes, reputation indicators, visibility and stakeholder engagement.

4. STRATEGIC OBJECTIVES AND KEY INITIATIVES

4.1 Academic Excellence & Quality

- Strengthen outcome-based education and continuous academic quality improvement.
- Use institutional data to identify gaps in student progression, completion and stakeholder satisfaction.
- Integrate quality assurance findings into annual academic planning.
- Strengthen accreditation preparedness and evidence management.

4.2 Research, Innovation & Impact

- Promote high-quality and interdisciplinary research.
- Strengthen competitive grant mobilisation and research partnerships.
- Increase translation of research into patents, technologies, consultancy and societal impact.
- Strengthen research integrity, ethics, biosafety and responsible research practices.

4.3 Clinical & Professional Excellence

- Embed patient safety and quality improvement in clinical education and services.
- Strengthen clinical audit, incident review and evidence-based practice.
- Integrate clinical, academic and research priorities.

4.4 Global Engagement & Partnerships

- Develop strategic international partnerships with measurable academic and research outcomes.
- Promote student/faculty mobility and collaborative programmes.
- Strengthen international visibility and engagement.

4.5 Digital Transformation & Data Governance

- Develop integrated institutional information systems and dashboards.
- Strengthen data governance, data quality and analytics capability.
- Protect institutional, student, patient and research data through cybersecurity controls.

4.6 Financial Sustainability

- Adopt evidence-based budgeting and resource prioritisation.
- Diversify revenue through research grants, consultancy, partnerships and other appropriate institutional activities.
- Strengthen financial controls, audit and capital investment appraisal.

4.7 Sustainable & Safe Campus

- Strengthen environmental sustainability, resource efficiency and campus resilience.
- Integrate safety, emergency preparedness and infrastructure resilience into campus planning.
- Use sustainability and safety performance indicators for annual review.

4.8 Institutional Reputation & Global Standing

- Improve institutional visibility and evidence-based reputation building.
- Strengthen performance in rankings and accreditation through systematic data and stakeholder engagement.
- Use benchmarking and peer analysis to identify improvement opportunities.

5. STRATEGIC IMPLEMENTATION FRAMEWORK

Level	Responsibility	Key Output	Review Frequency
Institutional	Vice-Chancellor / Senior Leadership	Strategic priorities, institutional targets and resource decisions	Annual strategic review
Strategic Priority	Designated Strategic Lead	Priority implementation plan and KPI dashboard	Quarterly
College / Unit	Deans, Principals, Heads	Unit-level action plans aligned to institutional priorities	Quarterly / annual
Project / Initiative	Project Owner	Project plan, milestones, budget and benefits realisation	At project governance meetings
Assurance	BQS / IQAC / relevant assurance functions	Evidence, performance analysis and improvement recommendations	Periodic / annual

6. STRATEGIC KPI FRAMEWORK

Each strategic priority should have a defined baseline, annual target, responsible owner, evidence source and review date. The following structure is recommended:

KPI Field	Requirement
KPI	Clearly defined performance measure
Baseline	Approved starting value/year
Target	Annual and end-of-plan target
Data Source	Authoritative institutional source
Owner	Accountable officer/unit
Frequency	Monthly/quarterly/annual as appropriate
Status	On track / watch / off track
Corrective Action	Action required where performance deviates from target

7. STRATEGIC RISK ALIGNMENT

Strategic planning and risk management shall operate as connected processes. Every major strategic priority, investment and project should be assessed for material risks before approval. Material risks shall be captured in the institutional risk register and reviewed alongside strategic performance.

- Strategic objective → initiative/project → expected outcome → KPI → risk assessment → mitigation → review.
- Major investment proposals should identify strategic benefits, financial implications, implementation dependencies and principal risks.

- Where a strategic KPI is materially off track, the responsible unit should assess whether the cause is operational performance, resource constraints, external change or an emerging institutional risk.
- High-severity strategic risks shall be escalated through the institutional risk governance structure.

8. RESOURCE ALLOCATION AND PRIORITISATION

Resource allocation should be guided by strategic alignment, expected institutional benefit, affordability, risk exposure, regulatory obligations and evidence of implementation readiness. Priority should be given to initiatives that materially contribute to institutional outcomes while protecting safety, compliance, research integrity and financial sustainability.

9. MONITORING AND REVIEW

- Quarterly strategic performance review using the institutional KPI dashboard.
- Annual review of strategic priorities, targets, resource requirements and external developments.
- Mid-cycle review to assess whether strategic priorities remain relevant and achievable.
- Documented corrective actions for priorities that are off track.
- Integration of strategic review findings into budgeting, quality improvement and risk review.

10. GOVERNANCE AND ACCOUNTABILITY

Role	Strategic Planning Responsibility
Vice-Chancellor / Senior Leadership	Provide strategic direction, approve priorities and monitor institutional performance.
Deans / Principals / Heads	Translate institutional priorities into unit-level plans and deliver agreed outcomes.
BQS / Quality Functions	Support evidence, performance monitoring, benchmarking and institutional reporting.
Finance / Administration	Align resources, budgets and capital planning with approved priorities.
Risk Management Committee / Risk Function	Ensure strategic risks are identified, assessed, mitigated and escalated.
Project / Initiative Owners	Deliver milestones, monitor benefits and report implementation status.

11. STRATEGIC PLANNING CYCLE

Environmental scan → Institutional priorities → Strategic objectives → KPI and target setting → Resource allocation → Implementation → Quarterly monitoring → Risk review → Annual performance review → Corrective action and reprioritisation.

12. APPROVAL AND ACCOUNTABILITY

This Strategic Plan framework is prepared for institutional consideration and should be finalised, approved and periodically reviewed by the competent authority of JSS Academy of Higher Education & Research, Mysuru.



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