

METAS ADVENTIST COLLEGE OF NURSING

SURAT, GUJARAT

INSTITUTIONAL DEVELOPMENT PLAN

(2025–2030)



1. INSTITUTIONAL DETAILS

Name of the Institution:

Metas Adventist College of Nursing

Address:

P. O. Box No. 24, Athwalines, Surat – 395001, Gujarat

Duration of Plan:

2025 – 2030

Date of Submission:

January 5, 2026

Type of Institution:

Private, Self-Financed, Minority Educational Institution

2. OVERVIEW OF THE TRUST AND LEGAL STATUS

Metas Adventist College of Nursing is operated by the **Medical Educational Trust Association (METAS), Surat**, a constituent organization of the Seventh-day Adventist Church. The institution is a **Minority Educational Institution**, recognized under **Article 30 of the Constitution of India** by the National Commission for Minority Educational Institutions, Government of India.

The Trust was originally incorporated as **Surat Hospital Trust Association of Seventh-day Adventists** under the Indian Companies Act, 1913 on **02 April 1940**. Subsequently, the name was changed to **Medical Educational Trust Association, Surat of Seventh-day Adventists** under the Companies Act, 1956, effective from **17 December 2002**.

The Trust functions with full legal compliance, transparency, and accountability, and is committed to providing quality education and healthcare services, particularly to minority and underserved communities. Government scholarships are facilitated for eligible minority students.

3. GOVERNANCE STRUCTURE

Board of Directors

The Trust is governed by a duly constituted Board of Directors comprising experienced professionals, administrators, and church leaders, ensuring effective policy formulation, financial oversight, and institutional governance.

Governing Body and Board of Management

The Governing Body and Board of Management consist of Directors, Principals, senior administrators, medical professionals, and pastoral leaders. These bodies are responsible for strategic planning, academic governance, financial management, infrastructure development, and regulatory compliance.

Governing Body

Sn	Name	Designation		Name	Designation
1	Chinta John Victor	Chairman/Director	10	Pr. Anil Kandane	Member
2	Sam Narumanan	Secretary/Director	11	Pr. Mohan Bhatti	Member
3	Ujwal Kandane	Director / Member	12	Pr. Isaac Kumar	Member
4	Riches Rajkumar Christian	Director / Member	13	Pr. Biakzidinga Renthlei	Member
5	Dr. R N Prabhu Das	Director / Member	14	Dr. Milon Rana	Member
6	Dr. Anil Kumar Chillimuntha	Director / Member	15	Pr. Sajjan Rao M	Member
7	Mr. Derald Bhengra	Director / Member	16	Mr. Manoj Kumar	Member
8	Pr. LeRoy P Samuel	Director / Member	17	Mr. Jilroy Jacob	Member
9	Pr. Edwin Stanley	Director / Member			

Board of Management

S. No	Name	Proposed Designation		Name	Designation
1.	Ch. John Victor	Chair/ Director/ Member	14.	Mohanraj J Daniel	Member
2.	Ch. Anil Kumar	Secretary / Director/ Member	15.	Ambrose S	Member
3.	Ujwal Kandane	Director/ Member	16.	Jose Prakash	Member
4.	Riches Christian	Director/ Member	17.	Sajjan Rao M	Member
18.	R N Prabu Das	Director/Member	18.	Milon Rana	Member
6.	Sam Narumanan	Director/Member	19.	Paul Bhaggien	Member
7.	Le Roy Samuel	Director/Member	20.	Nethala Mohan Rao	Member
8.	Edwin Stanley	Director/Member	21.	Sam Moses P	Member
9.	Derald Bhengra	Director/Member	22.	Manoj Kumar	Member
10.	N Isaac Kumar	Member	23.	Jilroy Jacob	Member
11.	Biakzidinga Renthlei	Member			
12.	Mohan Bhatti	Member			
13.	Anil Kandane	Member			

4. PHILOSOPHY AND AFFILIATION

The institution follows the holistic educational philosophy of the Seventh-day Adventist system, emphasizing balanced development of **intellectual competence, professional skill, ethical conduct, and social responsibility**.

Globally, the Adventist education system operates one of the world's largest Christian educational networks, with thousands of schools, colleges, and universities across more than 200 countries. In India, the Adventist Church operates schools, colleges, and a university, serving students in urban, rural, and tribal regions.

5. UNITS OF THE TRUST

The Medical Educational Trust Association operates educational and healthcare institutions across multiple states including Gujarat, Andhra Pradesh, Jharkhand, and Meghalaya, encompassing hospitals, colleges, schools, nursing institutions, and a university.

6. INSTITUTIONAL PROFILE

Year of Establishment: 1998

Programme Expansion:

- B.Sc. Nursing introduced from academic year 2025–26

Affiliations & Recognitions:

- GNM affiliated to Gujarat Nursing Council (GNC)
- Recognized by Indian Nursing Council (INC)
- B.Sc. Nursing affiliated to VNSG University
- Other academic programmes affiliated to recognized statutory bodies

Student Intake (2025–26):

- B.Sc. Nursing – 40 students

7. VISION, MISSION AND CORE VALUES

Vision

To create efficient, goal-oriented nurses capable of meeting the challenges of diverse healthcare settings.

Mission

To nurture a competent nursing fraternity capable of delivering quality healthcare services through excellence in nursing education.

Core Values

- Commitment to continuous quality education
- Professional accountability and integrity
- Respect for the dignity and legacy of the nursing profession
- Holistic and compassionate care
- Teamwork and service to humanity

8. SWOC ANALYSIS

Strengths

- Central urban location
- Modern infrastructure and well-equipped laboratories
- Dedicated and qualified faculty
- 300-bedded parent hospital for clinical training
- Strong placement record in India and abroad
- Active student support systems
- Proven healthcare service during COVID-19 pandemic

Weaknesses

- Limited simulation laboratory facilities
- Outdated library resources
- Language barriers among students
- Low utilization of e-learning platforms
- Limited research output

Opportunities

- Growing global demand for nurses
- Availability of government and minority scholarships
- Integration of simulation and AI in nursing education
- Expansion into PB B.Sc. and M.Sc. Nursing programmes
- Community outreach and government health collaborations

Challenges

- Delays in admissions and scholarships
- Competition from nearby institutions
- Faculty migration
- Student stress and financial constraints
- Disruptions caused by pandemics or emergencies

9. STRATEGIC GOALS AND OBJECTIVES

Short-Term Goals (1–2 Years)

- Introduce simulation-based learning
- Strengthen faculty capacity through FDPs
- Establish research committee
- Upgrade library and digital learning resources
- Achieve NAAC accreditation

Key Targets:

- 90% pass percentage
- 80% student placement

Medium-Term Goals (3–5 Years)

- Launch M.Sc. Nursing programmes
- Increase research publications
- Develop advanced simulation labs
- Strengthen alumni engagement
- Expand student intake

Long-Term Goals (5+ Years)

- Establish a Centre of Excellence in Nursing
- Achieve global academic collaborations
- Become a research and innovation hub
- Implement digital and distance learning platforms
- Lead community-based healthcare initiatives

10. KEY FOCUS AREAS

The strategic focus areas include:

- Academic excellence
- Research and innovation
- Faculty development
- Infrastructure enhancement
- Hospital and industry collaboration
- Student support and employability
- Digital transformation
- Sustainability and green initiatives
- International exposure
- Promotion of Indian Knowledge Systems

Sr. No.	Key Focus Area	Strategic Focus / Action Direction	Time Horizon
1	Academic Excellence	Strengthening outcome-based education, competency-based curriculum delivery, integration of theory and clinical practice, internal assessment reforms, and compliance with INC and University norms.	Short-term (1–2 years): Strengthen assessment and teaching practices Medium-term (3–5 years): Improve academic outcomes and progression Long-term (5+ years): Sustain academic excellence
2	Research and Innovation	Encouraging undergraduate research projects, evidence-based nursing practices, faculty research initiatives, and participation in research methodology programmes focused on healthcare and community needs.	Short-term: Research orientation and training Medium-term: Increased student and faculty research output Long-term: Research culture consolidation
3	Faculty Development	Enhancing faculty competencies through FDPs, CNE programmes, pedagogical training, clinical skill enhancement, research capacity building, and leadership development initiatives.	Short-term: Skill upgradation and training Medium-term: Faculty research and academic leadership Long-term: Institutional academic leadership sustainability
4	Infrastructure Development	Development and modernization of nursing laboratories, simulation labs, smart classrooms, library resources, ICT facilities, and clinical training infrastructure.	Short-term: Resource optimization Medium-term: Infrastructure enhancement Long-term: Advanced learning ecosystem
5	Industry and Hospital Collaboration	Strengthening partnerships with hospitals, healthcare institutions, NGOs, and community health centers for clinical exposure, internships, and hands-on professional training.	Short-term: Strengthen existing MoUs Medium-term: Expand collaborations Long-term: Sustained professional linkages
6	Student Support and Employability	Providing mentoring, counselling, academic assistance, career guidance, placement support, and	Short-term: Strengthen student support systems Medium-term: Improve

Sr. No.	Key Focus Area	Strategic Focus / Action Direction	Time Horizon
		professional skill development to enhance employability and ethical practice.	progression and placements Long-term: Alumni and professional network
7	Digital Transformation	Adoption of LMS, e-content development, virtual simulations, digital records, and ICT-enabled teaching–learning practices in nursing education.	Short-term: Digital adoption Medium-term: Digital integration Long-term: Smart academic ecosystem
8	Sustainability and Green Campus Initiatives	Promoting environmental responsibility through waste management, water and energy conservation, health awareness programmes, and sustainable campus practices.	Short-term: Awareness and basic initiatives Medium-term: Structured sustainability practices Long-term: Green campus culture
9	Internationalization	Exposure to global nursing practices through international webinars, collaborations, guest lectures, and awareness of international healthcare standards.	Short-term: Online exposure Medium-term: Academic linkages Long-term: Global orientation
10	Promotion of Knowledge of India	Integration of Indian Knowledge Systems, yoga, holistic health, ethics, and culturally competent care into nursing education as per the Governing bodies.	Short-term: Awareness integration Medium-term: Curriculum enrichment Long-term: Value-based nursing education

11. ACTION PLAN / IMPLEMENTATION STRATEGY

Sr. No.	ACTIVITY	RESPONSIBLE PERSON	TIMELINE	ESTIMATED BUDGET	KEY PERFORMANCE INDICATOR	REVIEW INTERVALS
1.	Enhance academic excellence	Suhana & Koteshwar	2028	5,00,000	Data and faculty reports	Every 6 months
2.	Strengthen Faculty Competence	Sunil & Manmaya	2027	2,00,000	Research & Professional development	5 months
3.	Improve students outcome	Jasmin & Purnima	2027	1,00,000	Academic outcomes	5 months
4.	Research and innovation	Manmaya & Nimmy	2028	1,00,000	Organisational development	6 months
5.	Improving the infrastructure	Tanvi & Jolly	2028	5,00,000	Resource utilisation	6 months
6.	Community Engagement	Pratham & Ayushi	2029	1,00,000	Active responses	6 months
7.	Global Recognition	Koteshwar & Suhana	2030	10,00,000	Financial growth , communication	6 months
8.	Alumni & Industry Partnerships	Sunil & Purnima	2029	5,00,000	Collaborations	6 months
9.	Digital Transformation	IT department	2030	10,00,000	User experience & Satisfaction	1 year

11. MONITORING AND EVALUATION

The institution employs an integrated **online and offline monitoring system** using:

- Student Management Systems (SMS)
- Learning Management Systems (LMS)
- Learning analytics and dashboards
- Periodic academic audits
- Student feedback mechanisms

Mid-term reviews and structured feedback loops ensure continuous improvement and accountability.

12. RISK MANAGEMENT

A systematic risk management framework is implemented covering:

- Financial risks
- Operational risks
- Regulatory and compliance risks
- Reputational risks
- External and environmental risks

The process includes risk identification, analysis, evaluation, mitigation, monitoring, and review.

13. BUDGET AND FINANCIAL PLAN

Estimated Financial Requirement: ₹2.10 Crores

Major allocations include:

- Infrastructure and laboratories
- Faculty and staff salaries
- Learning resources and equipment
- Administrative and operational expenses

Funding Source:

- Management and institutional funds – Private, Self- Finance

A sustainability plan ensures long-term financial stability through tuition revenue and institutional growth.

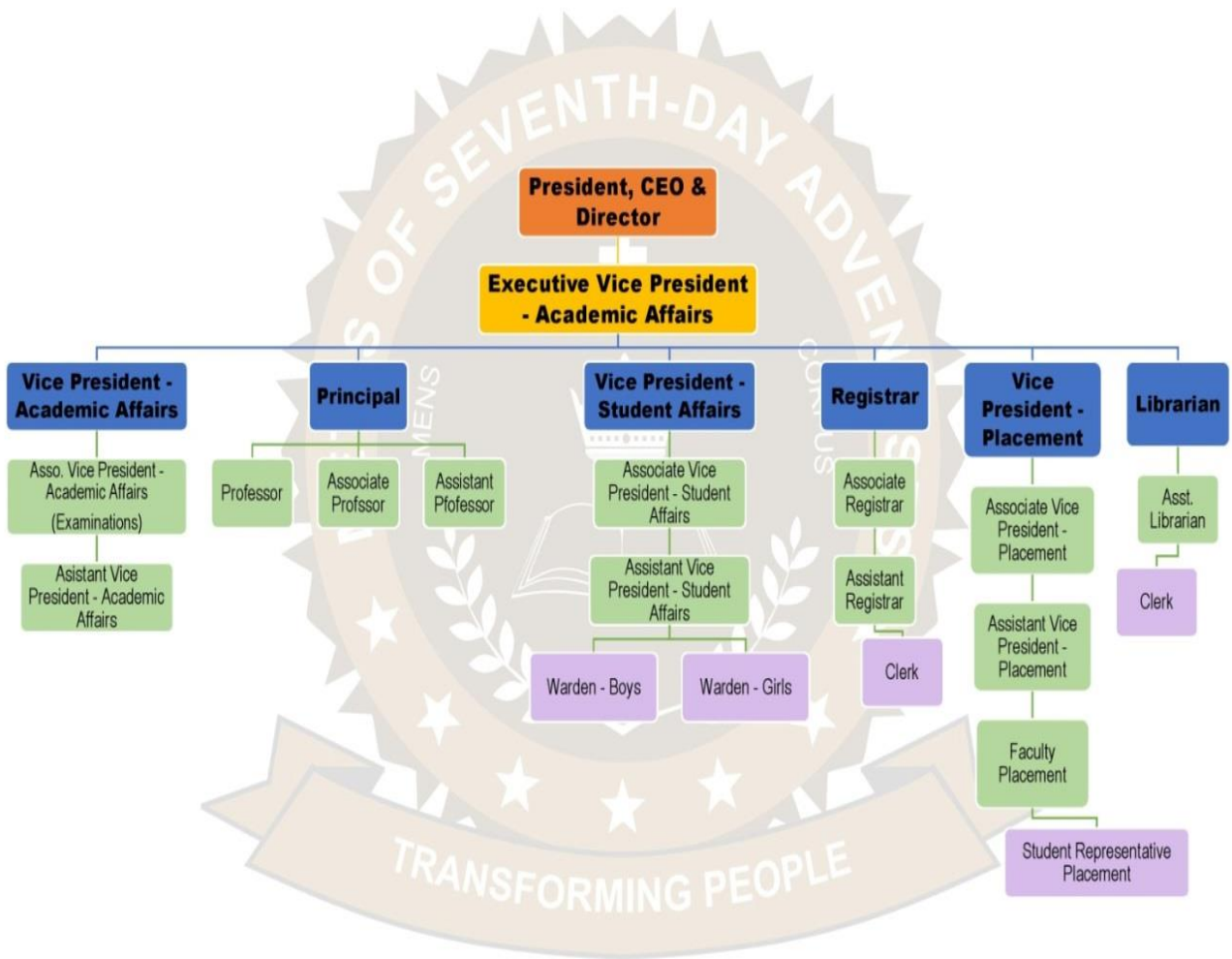
14. GENERAL POLICIES AND STUDENT GOVERNANCE

The College maintains well-defined policies on:

- Admissions and discipline
- Dress code and professional conduct
- Anti-ragging and student safety
- Attendance and examinations
- Library and laboratory usage
- Counseling and placement services

These policies promote discipline, inclusivity, academic integrity, and student well-being.

ORGANIZATIONAL STRUCTURE



DATA TABLES

1. STRATEGIC GOALS – IMPLEMENTATION MATRIX (2025–2030)

Table 1: Goal-wise Implementation Plan

Strategic Goal	Key Activities	Responsibility	Timeline	Key Performance Indicators (KPIs)
Academic Excellence	Introduce PB B.Sc. Nursing	Management, Principal	2025–2028	New programs approved
	Simulation-based teaching	Principal, Faculty	2025–26	Simulation lab functional
Faculty Development	FDPs, CNEs, research mentoring	Principal, IQAC	Annual	≥2 FDPs/year
Research & Innovation	Research committee, publications	Research Cell	2025–30	5–10 papers/year
Infrastructure	Simulation lab, smart classrooms	Management	2025–27	Labs commissioned
Student Outcomes	Skill training, placements	Placement Cell	Annual	≥80% placement
Digital Transformation	LMS, e-content	IT Cell	2025–27	LMS usage reports
Community Engagement	Health camps, outreach	Faculty, Students	Annual	≥4 programs/year
Academic Excellence	Introduce M.Sc. Nursing	Management, Principal	2029 -30	New programs approved

2. TIME-BOUND ACTION PLAN (SHORT / MEDIUM / LONG TERM)

Table 2: Phased Development Plan

Phase	Focus Areas	Major Deliverables
Short Term (1–2 yrs)	Accreditation, faculty training, simulation	NAAC accreditation, FDPs, simulation lab
Medium Term (3–5 yrs)	Program expansion, research growth	M.Sc. Nursing, 10–15 papers/year
Long Term (5+ yrs)	Global recognition, innovation	Centre of Excellence, global MoUs

3. SWOC-BASED ACTION MATRIX

Table 3: Strategy Mapping Using SWOC

SWOC Element	Strategy	Action Plan
Strengths	Leverage hospital linkage	Enhance bedside clinical exposure
Weaknesses	Lack of research Initiative	Enhance culture of Research initiative
Opportunities	Rising global demand	International placement tie-ups
Challenges	Scholarship delays	Financial counselling & bridge funding

4. KEY FOCUS AREAS – ACTION & MONITORING MATRIX

Table 4: Focus Area-wise Execution Plan

Focus Area	Strategic Actions	Monitoring Mechanism	Review Frequency
Academic Excellence	OBE, assessment reforms	Academic Audit	Semester

Focus Area	Strategic Actions	Monitoring Mechanism	Review Frequency
Research	UG research projects	Research Review Committee	Annual
Faculty Development	FDPs, leadership mentoring	IQAC Reports	Annual
Infrastructure	Labs, library, ICT	Management Review	Annual
Student Support	Mentoring, counselling	Student Feedback	Semester
Digital Learning	LMS, e-content	Usage Analytics	Quarterly

5. MONITORING & EVALUATION FRAMEWORK

Table 5: Performance Tracking System

Area	Tool Used	Data Source	Outcome
Student Progress	LMS Analytics	Assignments, tests	Improved pass rate
Faculty Performance	API / FDP records	HR & IQAC	Skill enhancement
Research Output	Publication database	Research Cell	Increased visibility
Placements	Placement tracker	Placement Cell	Higher employability

6. RISK MANAGEMENT MATRIX

Table 6: Risk Identification & Mitigation Plan

Risk Category	Identified Risk	Impact	Mitigation Strategy
Financial	Funding delays	High	Contingency reserve

Risk Category	Identified Risk	Impact	Mitigation Strategy
Academic	Faculty migration	Medium	Retention incentives
Regulatory	Accreditation delay	High	Compliance audits
Operational	Pandemic disruptions	High	Hybrid learning model

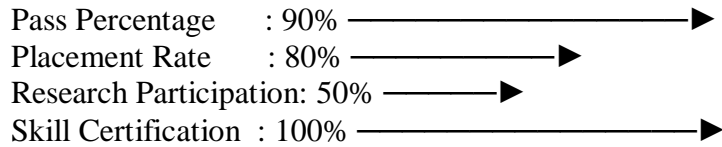
7. BUDGET UTILIZATION & FINANCIAL PLANNING MATRIX

Table 7: Budget Allocation Plan

Category	Amount (INR)	Purpose
Infrastructure	75,00,000	Labs, classrooms
Faculty Salaries	60,00,000	Academic strength
Clinical Tie-ups	10,00,000	Training exposure
Learning Resources	25,00,000	Equipment, books
Operations	30,00,000	Administration
Contingency	10,00,000	Risk coverage
Total	2,10,00,000	

8. STUDENT OUTCOME TARGET CHART (TEXTUAL)

Chart 1: Student Performance Targets (2025–2030)



9. OUTCOME MAPPING MATRIX

Table 8: Strategic Outcomes vs Impact

Strategic Area	Output	Outcome	Impact
Academics	New programs	Skilled graduates	Workforce readiness
Research	Publications	Evidence-based care	Improved healthcare
Community	Health camps	Awareness	Social impact
Digital	LMS adoption	Flexible learning	Accessibility

15. CONCLUSION

Metas Adventist College of Nursing is committed to advancing nursing education through quality teaching, strong clinical exposure, ethical values, and community service. This Five-Year Strategic Plan (2025–2030) serves as a structured roadmap for sustainable growth, academic excellence, and social responsibility, positioning the institution as a leading center for nursing education in India.