



**V.G. SHIVDARE COLLEGE OF ARTS, COMMERCE AND
SCIENCE, SOLAPUR**

**INSTITUTIONAL DEVELOPMENT
PLAN**

Academic Year - 2022-2023 to 2032-2033



**Internal Quality Assurance Cell
(IQAC)**



Current Status of the College

General profile

1. Name and Address of the college : V.G. Shivdare College of Arts, Commerce and Science Solapur
Jule Solapur-413004
Mail vgs.biotechnology@rediffmail.com
Website: www.vgscollege.com
2. Name of the Principal : Prof. Dr. D. S. Sutrave
3. Year of Establishment : 2005
4. Institutional Status : Permanent Non-Grant (Self Financed)
5. Award, Recognition, Accreditation : Re-Accredited with A grade (CGPA: 3.21) by
NAAC (2022)
6. Number of Programme offered
UG : BA, B.COM, BSc (Biotechnology)
PG : M.Sc ((Biotechnology)

About the College

V. G. Shivdare College of Arts, Commerce and Science is an educational institution affiliated to Punyashlok Ahilyadevi Holkar Solapur University, Solapur. It was established in 2005 and was the first non-grant college from Maharashtra having NAAC Accreditation (first cycle) with B Grade in 2012. In keeping with goals and objective of the Trust, the college runs various programmes. Keeping in view the changing times and demanding technology, our college offers Under Graduate Programmes in Marathi, History, Commerce and Biotechnology along with post-graduation Programme in Biotechnology. Our college is the first to start a Biotechnology course in Solapur District.

The college boosts number of bright and needy students specially by giving a helping hand to socially and economically weaker sections of the society. The College has also maintained the Gender Equity through its action. The teachers use learner-centered teaching methodologies for effective learning outcome. Central Library and Internet facility is made available to the students and faculties.

The College is well equipped with the necessary infrastructural facilities including ventilated class



rooms, well equipped laboratories, computer room with internet, well stacked library, reading rooms, Girls common room, staff room, sufficiently furnished office, gymkhana, sports ground and the auditorium etc. which are maintained up to the mark to provide clean, hygienic and healthy environment for education.

The college has always shined and remained in the news for its excellent performances in various co-curricular activities by participating in and organizing several sports, cultural, N.S.S., and research activities at district, state, zonal, national and international level. Students of the college have a consistently successful record of quality performance and excellence in these various activities.

The efforts of well qualified faculty members of college have resulted in establishment of MOUs and collaborations with various recognized institutes for the benefit of students in academics, research and training. Information and Communication Technology is utilized for the academic and administrative transaction. Clean and Green Campus, Energy Conservation, Safety, Security, Ecofriendly practices are the important concerns the College has always focused

Introduction to IDP

The IQAC of the college has assumed the mission of designing an Institutional Development Plan for a period of fifteen years commencing from Academic Year 2022-2023 to Academic Year 2037-2038 for balanced growth of the college.

The Quality Indicators of different criteria determined by National Accreditation and Assessment Council (NAAC) have been taken into consideration as the base to create 'Quality Radars' and to make out milestones for the future.



Guiding Principles of IDP, V.G.Shivdare College

IQAC Followed the subsequent objectives for preparing the Institutional Development Plan:

I. Vision Statement of the College

Imparting quality education to weaker classes of the society to face global challenges and to achieve, attain and accomplish the vision of our founder president to expand the Academic vista of the Institute.

II. Core value of NAAC - the observer of quality bench marking in higher education

The Core values of NAAC are:

- Contributing to National Development
- Fostering Global Competencies among Students
- Inculcating a Value System among Students
- Promoting the Use of Technology
- Quest for Excellence

III. Quality Policy of the college

V.G. Shivdare college is always committed to a culture of quality improvement through a process of continuous quality development in all its parts those are teaching-learning, research, student support and extension services. For the complete development of the students, the college provide various platforms for education, art and knowledge. The quality policy is also communicated and understood by all stakeholders within the college and is reviewed for continuing suitability. The policy is embedded in the process of self- evaluation and continuous improvement.

IV. Guidelines of National Education Policy-2020

As per NEP 2020, the purpose of the education system is to develop good human beings capable of rational thought and action, possessing compassion and empathy, courage and resilience, scientific temper and creative imagination, with sound ethical moorings and values. The policy aims at producing engaged, productive, and contributing citizens for building an equitable, inclusive, and pluralistic society as envisaged by our Constitution.



Aims and Objectives of the Institutional Development Plan

The basic objective of the 'Institutional Development Plan' is to make students a 'fruitful inhabitant' of nation by educating the quality and infrastructure of educational institutions. Based on the Institutional Development Plan, the college will develop initiatives, assess the progress and reach the goals set.

Considering the background of the college and students as an institution imparting quality education in science, arts, and commerce field, the college has identified the broad aim of IDP as follows:

- 1) To offer higher education to young minds.
- 2) To create young scientists.
- 3) To prepare students for competitive examination.
- 4) To strengthen economically weaker communities.
- 5) To provide adequate infrastructure and support to cater to the educational needs of the society.
- 6) To enable students to meet global challenges and competitiveness.
- 7) To promote research in the field of biotechnology.



IDP, VGS College



ROAD MAP FOR IMPLEMENTATION OF NEP-2020

Step 1: Analysis of the present scenario in terms of 'Access', 'Quality' and 'Future Readiness

<u>Access</u>	
Equity including Gender Parity	<ul style="list-style-type: none"> The college fosters equal opportunity to all. Organizing various programs on gender equity Preparation of gender sensitization action plan Undertake Gender audit in the college campus.
Inclusion including Socio-economic Deprived Groups (SEDGs)	<ul style="list-style-type: none"> V.G.Shivdare College, is a wellknown college, affiliated to PAH Solapur University, Solapur adheres to the reservation policy of the Govt. of Maharashtra, with respect to the admission of students to various programme offered in the college. College has Poor boys and Fee waiver Policy for economically poor students Financial assistance for the students from economically weaker section from the college fund. Provision of regular mentoring of the students Face-to face Counselling of the students
Measures for increasing access including online and Open and Distance Learning (ODL) education	<ul style="list-style-type: none"> Institute provides Online access of N-LIST, DELNET and World E-book via Central Library for students/faculties
Increasing access through Indian languages	<ul style="list-style-type: none"> Teaching-learning process is done through Marathi language along with English as per guidelines of affiliating University Offers Certificate courses on the following languages as subjects – 1)Kannada



<u>Quality</u>	
Multidisciplinary and holistic education	<ul style="list-style-type: none"> • V.G. Shivdare college is offers BA, B.COM, B.Sc And M.Sc Biotechnology programme under PAH Solapur University. • Offering various Add on Courses in addition to regular programmes offered by affiliating university • Offering Skill Enhancement/Development courses as per PAH University CBCS syllabus • Establishment of various student clubs to nurture the creativity of the students
Flexibility of courses and student mobility-multiple entry and exit	<ul style="list-style-type: none"> • Both the UG and PG course are running as per new CBCS under PAHSUS, however, the multiple entry and exit system is yet to be implemented by the affiliating university • Offering various value added and skill based Add on Courses
Indian Knowledge System	<ul style="list-style-type: none"> • By 2022 <i>via NEP 2020 Scheme</i>, For B.Sc, B.COM and B.A College offers UG program with IKS as part of curricula
Research, Innovation and Ranking	<ul style="list-style-type: none"> • Teachers regularly publish papers in reputed journals. There are recognized Research Guides in the college under Commerce and Biotechnology streams • The college has the Innovation Incubation Cell under to inculcate and establish research and innovation among the students. • The Research Lab of biotechnology department was recognized research center by PAH for pursuing Ph.D
Capacity building of faculty	<ul style="list-style-type: none"> • Providing drinking water facilities, toilets, teaching aids, libraries, laboratories, and an overall pleasant college



	<p>campus.</p> <ul style="list-style-type: none"> • ICT equipped classroom • College organizes periodic faculty development programme as per the requirement. • Encourages faculty members to participate in FDP, Workshop, Seminar by sanctioning duty leave, sponsoring registration fee.
<u>Future Readiness</u>	
Enhancing employability through internship/apprenticeship	<ul style="list-style-type: none"> • The College has Career Counselling and Placement Cell under which various career counselling programme and coaching for competitive examinations are organized. • Offering few skills based Add on courses
Transforming education through integration of technology	<ul style="list-style-type: none"> • College has developed its own Learning Management System for online mode of teaching-learning. • The central library of the college facilitates the access of DELNET, NLIST to the readers. • Use of various online platforms for teaching-learning process
Accreditation for quality education	<ul style="list-style-type: none"> • College is Re-accredited by NAAC (2nd cycle, 2022) with the CGPA 3.21
Internationalization	<ul style="list-style-type: none"> • Established MOU with foreign universities
Governance	<ul style="list-style-type: none"> • The governance is taken care of by Governing Body • Implementation of e-governance in various areas of operation, namely, administration, finance, students admission and examination



Step 2: Envision transformation of the institution for next 15 years in lines of NEP-2020 and draw a strategic plan of action

Institutional Development Plan is the basis on which the college will frame the initiatives, assess the progress and reach the goals set therein. In keeping with the vision to convert into an autonomous college that will empower to drive excellence, college envisages the following initiatives,

1. Offering new programmes like BCom IT
2. Introduce contemporary subjects in UG level, like, Artificial Intelligence, Cloud Computing, Data Analysis, Cyber security, etc. to develop these various important skills in students.
3. Provide more financial assistance and scholarships to socio-economically disadvantaged students
4. A transparent and stated process of faculty recruitment
5. Retention of faculty members and motivating them towards advancing the students, institution, and profession
6. Strong Grievance Redressal system
7. Strictly administer all no-discrimination and anti-harassment rules
8. Continuous Professional Development (CPD) for faculty and staff, and leadership training for Principal and others
9. Encouraging and empowering the faculty to conduct innovative teaching and pedagogy, research and service which will motivate them to do outstanding creative work.
10. Strengthening the student support system
11. Develop and use supportive technology tools for better participation and learning outcomes.
12. Emphasis to increase the employability potential of the students



13. Develop bridge courses for students of disadvantaged educational backgrounds
14. Provide regular counselling and mentoring programmes for social, emotional and academic support
15. Develop more quality study material in local languages
16. Encourage research work among faculty and students
17. Augmentation of basic infrastructure facilities, viz, clean drinking water, clean working toilets, sports facilities, and pleasant classroom spaces and campuses.
18. Establishment of MoUs with institutions of national and international importance to undertake collaborative work in research and teaching and to facilitate faculty/student exchanges.
19. Undertake programme/add on course/activities to sensitise faculty, staff and students on issues of gender-identity
20. Framing a mechanism for regular communication with all the stakeholders, so that they can be aware of new information in teaching-learning, research and community service; collection of feedback on various aspects of the college, its scientific analysis and action taken on that
21. Improving alumni engagement in various fields of activities of the college
22. Fostering greater engagement with the local community
23. Incorporating the principle of sustainability in all sphere of policies as well as activities.
24. Allocation of budget to make a complete disabled-friendly college campus
25. Allocation of budget for ERP management
26. Apply for various grants to Central and State Govt and to identify new source of funding
27. Undergo regular accreditation of the institution by the appropriate body with the aim to attain the highest level of accreditation over the next 15 years



Step 3: Define the mission statement of the institution to identify the goals, strengths, opportunities, priorities and commitments

Mission statement of the college:

Mission:

1. To provide educational avenues to rural, semi-urban and economically backward classes to gain academic excellence.
2. To inculcate value based education and promote the students to resolve the problems through research in sciences.
3. To promote scientific and social approach for betterment of society
4. Inspiring the students to bring about economic and cultural transformation, making them socially conscious and responsible..

Step 4: Identify the strengths and capacity (human and financial) in regard to organizational gaps and develop the process to mitigate these gaps

Present Strength and Capacity

- Pleasant relationship among all the stakeholders
- Driven by the mission statement of imparting knowledge to all
- Admission of students across all communities and areas who are socially and economically marginalised including the provision of admission of the transgender students
- Student-centric teaching-learning process
- Availability of professional courses like Biotechnology.
- Internal complain committee, Anti-ragging committee, anti-sexual harassment committee are in place.

**Few steps to mitigate the gaps**

- Apply to university, Govt of Maharashtra and other agencies to start new programme (BCom,IT) and New PG courses
- Apply to UGC for 12B/2F
- Appeal to NGOs and philanthropic persons/groups for sponsoring the socio-economically disadvantaged groups
- Introduction of full flagged e-governance to bring transparency
- Organise regular professional development programme for faculty and staff
- Facilitates to participate in online and Face-to-face training programme organised by UGC/IGNOU on leadership training
- Organise industry-academia meet to improve the placement rate
- Allocation of budget for rewarding faculty for excellence in teaching, research and other services
- Allocation of budget to construct more classrooms, laboratories, ICT assessors, drinking water facilities, toilets, gymnasium, sports facilities, hostels, well equipped health center, and other support services including disabled-friendly facilities
- Allocation of budget for ERP management
- Apply for various grants to Central and State Govt to augment all infrastructure, organise FDP and provide students service facilities. In addition, new sources of funding need to be identified

Step 5: Identify institutional goals -Long term and Short term**LONG TERM STRATEGIC PLANS**

1. Offering new programmes like BCom IT, integrated PG course in Biotechnology (Proposed)
2. Undertake courses certificate on gender related issues.
3. Offering more Add On Courses on various cross-cutting issues, like, Value Education, Human Rights, Indian Language system, Hydroponics, Tally ERP, Share market, Clinical Molecular Diagnostics etc,
4. Provision of bridge courses for students of disadvantaged educationally backgrounds.



5. Regularly organising students' visit to places of importance to know the history, scientific contributions, traditions, indigenous literature and knowledge as a part of holistic education.
6. Introduction of new pedagogy that supports student-centric learning.
7. Establishment of MoUs with industries for better industry-academia relationship .
8. Providing counselling and mentoring system to all students.
9. Providing with sufficient basic infrastructure and facilities, including clean drinking water, clean working toilets, blackboards, offices, teaching supplies, libraries, labs, and pleasant classroom spaces and campuses.
10. Regular upgradation of the campus infrastructure according to the changing needs and frequent maintenance of the same.
11. Providing 100% ICT enabled classrooms for teaching-learning.
12. Provision of financial assistance and scholarships for the students of socio-economically deprived group.
13. Encourage start-up and entrepreneurship.
14. Framing of Gender sensitisation action plan and its implementation.
15. Hostel facilities for the desired students.
16. Providing medical facilities for students.
17. Providing opportunities for participation in sports and cultural activities.
18. Endeavour to create systems and processes that are required to ensure students' physical health and emotional wellness.
19. Improving alumni engagement.
20. Empowering the faculty to conduct innovative teaching, research and service.
21. Providing support to the faculty/staff for capacity building and promote leadership.
22. Develop a fully automated Management Information System.
23. Promote decentralized administrative mechanism with participation, flexibility and accountability.



24. Framing a mechanism for regular communication with all the stakeholders, collection of feedback on curriculum, Teaching-Learning Process, infrastructures, etc, its scientific analysis and action taken on that.
25. Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library.
26. Providing a disabled-friendly college campus and introduction of disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement.
27. Fostering greater engagement with the local community.
28. Establishment of Central Instrumentation Facility to encourage inter-departmental research by faculties and students.
29. Framing transparent and objective mechanisms for evaluation of Self Appraisal Documents of faculty members; Peer review Committees to review contribution to teaching, research and publication, projects (research and consultancy), contribution in corporate life and extension activity.
30. Preparation of detailed Campus Safety guidelines and its circulation among all stakeholders.
31. Emphasis on environmentally sustainable campus by upholding the natural landscape and biodiversity.
32. Promote sustainable development through eco-friendly practices and implementation of the green protocol.
33. Set up of an International Students Office.
34. Introduction of Document management system.
35. Undergo regular accreditation of the institution by the appropriate body.

SHORT TERM STRATEGIC PLANS

(i) CURRICULAR ASPECTS

TARGET

- Introducing more Add-on courses to enrich students in various domains to promote multidisciplinary and holistic education as well as to comprehend Indian Knowledge system.
- Organising students' visit to places of importance to know the history, scientific contribution, traditions, indigenous literature and knowledge system.



- Encouraging students to participate in programme like, creative writing, drama, recitations etc. in their own language to promote Indian language.
- Take education out of the current rigid structure and encourage flexible and holistic learning.
- To augment placements by establishing a centre for career guidance which will remain connected with the different departments of the college.

STRATEGY

- Initiate outcome-based education (OBE) wherein students will learn to structure activities to prioritize the end result.
- Design, compile and publish study materials for the restructured and newly introduced Add on courses.
- Give importance to placement activities by conducting job fairs and hosting Recruitment drives.

(ii) TEACHING, LEARNING AND EVALUATION

TARGET

- To position itself as the primary choice of institute for higher education by ensuring high quality output consistently.
- Strengthening of own Learning Management System (LMS) for online mode of teaching-learning.
- Holistically uplift weaker students by making special provisions based on their unique needs and learning style.
- To encourage the students to be socially committed global citizens by improving their awareness about current socio, political and environmental scenarios.
- Use of more ICT in teaching and learning process.
- Establish a networking team consisting of all stakeholders to get feedback for the curriculum and its transaction.
- Introduce more student-centric teaching-learning process with special emphasis on technology.
- Strengthening the mentoring system.



STRATEGY

- Encourage students and teachers to pursue online courses.
- Remedial classes/bridge courses for the slow learners
- Encourage teachers to incorporate new methods of teaching and learning into the curriculum by attending Faculty Development Programs.
- Organise collaborative learning, like group project, Group discussion, etc to improve teamwork among students.
- Arranging programme on innovative teaching, pedagogy, classroom delivery techniques, etc.
- Systematic collection and analysis of feedback from all stakeholders and action taken.
- Development of smart class rooms with state-of-the-art facility.
- Full digitalisation of central library.
- Establishment of MoUs Academic Institution for Student Exchange and other Programmes.
- Organising students' visit to places of importance to know the history, scientific contributions, traditions, indigenous literature and knowledge.

(iii) RESEARCH, INNOVATION AND EXTENSION

TARGET

- Fostering research culture in the institution.
- Educational linkages in terms of more MoUs with premier institutions and take up collaborative research projects.
- Promote faculty members to have major/ minor project.
- International exposure to faculty through joint research with faculty from foreign universities
- Abide by the guidelines for plagiarism prevention by introducing a plagiarism checker software
- Motivate faculty to apply for Patent
- Encourage Start-up and create an innovation ecosystem.
- Assist Government and local bodies in community projects.
- Adoption of villages.
- Encourage research on local issues.

**STRATEGY**

- Promote inter-disciplinary research within the college.
- Encourage the students to publish their project work in collaboration with their teacher-guide.
- Encourage innovative, location specific and society relevant research among teachers and students.
- Efforts will be made to undertake awareness programme on various Government schemes for community.
- To arrange programme/competitions where students can explore their ideas and transform those into the prototype.
- Continuation of activities under organic linkages with the neighbouring schools.
- Invite Industry experts for motivating students and provide practical knowledge.
- Promote students to work on real projects for industries.
- Conduct extension and proactive research programmes that would facilitate local developments in line with emerging global changes.

(iv) INFRASTRUCTURE AND LEARNING RESOURCES**TARGET**

- Regular upgradation of the campus infrastructure according to the changing needs.
- Enhance use of technology in teaching-learning and administration.
- To revamp existing academic and other common facilities.
- Introduction of disabled-friendly Initiatives like introducing mobile apps and QR codes to facilitate easy movement.
- Establishment of Central Instrumentation Facility.

STRATEGY

- Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library.
- Installation and upgradation of solar panels, wastewater treatment plants, Chemical waste treatment plant and rainwater harvesting.
- Upgradation of college canteen facilities.
- Refinement of botanical garden, green house and nursery.



- Pool funds together to buy sophisticated scientific equipments that can be accessed by all departments.

(V) STUDENT SUPPORT AND PROGRESSION

TARGET

- Refine quality based education and student exchange programmes.
- Ensure more scholarships for students.
- Engage students in research studies and motivate them to optimize publication and design-based projects.
- Improve placement activities.
- Fully functional counselling cell to caters the needs of students.
- Analysis and updation of student progression annually.
- Enhance the employability skill of the students.
- Fully automated central library.
- Encourage start-up and entrepreneurship.

STRATEGY

- Extend scholarship facilities to eligible and financially needy students.
- Appeal will be made to NGOs and philanthropic persons/groups to extend their financial help to the students from socio-economic deprived group (SEDGs).
- Conduct job fairs in collaboration with other institutes.
- Special counselling and mentoring for slow learners.
- Rejuvenate students' clubs to nurture the creativity of the students.
- Organising capacity enhancement programme.
- Organising various programme to enhance the leadership capacity of the students, with a special emphasis to girl students.
- Introduction of finishing schools for the outgoing students to enhance their employability.
- Establishment of Start-up incubation centre to support the entrepreneurship.



(VI) GOVERNANCE, LEADERSHIP AND MANAGEMENT

TARGET

- Develop a fully automated Management Information System.
- Promote decentralized administrative mechanism with accountability.
- Initiative to integrate the Indian knowledge system in the curriculum.
- Ensure transparency in Financial Audit.
- To conduct various quality audits.
- Providing facilities to the faculty members to prepare e-content under MOOC.
- Undergo regular accreditation of the institution by the appropriate body.
- Providing support to the faculty/staff for capacity building and development.
- Continuous Professional Development (CPD) for faculty and staff, and leadership training



STRATEGY

- Promote participation of staff members in FDPs like refreshers, orientation programmes, short term courses.
- Undertake academic and administrative audit, green and environment audit, library audit, energy audit and to implement the recommendations.
- Uphold efficient Grievance Redressal committee, Anti ragging Committee, Anti Sexual Harassment Committee with the participation of staff and students.
- Preparation of Detailed Project Report and submission of the same to respective agency for funding.
- Organising faculty and staff development programme (including pedagogical training, workshops, seminars and conferences) for improved competence.

(V) INNOVATIONS AND BEST PRACTICES

TARGET

- Promote sustainable development through eco-friendly practices.
- Ensure proper waste management and water management system.
- Implementation of the green protocol.
- Awareness and sensitivity about environmental issues.
- Ensure gender equity and parity.
- Framing of Gender sensitisation action plan.
- Make a global impact on society through education, empowerment, research, innovation and philanthropic activities.
- Introduction of full flagged e-governance in areas of operation.



STRATEGY

- Enhance energy management by installation of solar panels, use of LED bulbs, sensor-based energy conservation system.
- To limit the use of paper in office administration.
- Preservation of various varieties and species of trees in the ecosystem.
- Preservation of natural water resources in the campus.
- Strengthening the Environment & Climate cell, Eco club of the college.
- Observation of environmentally important commemorative days with students, staff and community.
- Undertake Green and environment audit, energy audit, fire audit and implementation of the recommendations.
- Regular Gender sensitization programs.
- Undertake Gender Audit .
- Programs for Transgender Communities.

Step 6: Identify institutional level challenges – Long term and Short term

1. Drop out of girl students from college due to early marriage.
2. Poor per capita income of the guardians leads to drop out of students from SEDGs.
3. Lack of motivation of the faculty members to write textbooks in local language which is very important for increasing access through Indian language.
4. Challenges of infrastructure and manpower to run multidisciplinary courses.
5. Lack of trained personal within the college to introduce programme on Indian knowledge system.
6. Lack of orientation about research (academic and community based) and innovation for majority of the faculty members.
7. Stagnant mindset of some faculty members creates hindrance to attend/participate in various capacity building programme.
8. Lack of awareness about the use of IT facilities in teaching-learning reduces the potential capability of the teachers.
9. Maintenance of quality to attract the international learners.
10. Inadequate funding for implementation of full flagged e-governance.



Step 7: Develop a workable hypothesis to mitigate and overcome the challenges in a phased manner

Challenges	Hypothesis to mitigate the issue	Timeline (year)		
		5	10	15
Drop out of girl students from the college due to early marriage	Mass awareness in the grassroot level by faculty and students			√
Poor per capita income of the guardians leads to drop out of students from SEDGs	<ul style="list-style-type: none"> Facilitate Govt. freeship/scholarship Appeal will be made to NGOs and philanthropic persons/groups to extend their financial help to the students from socio-economic deprived group (SEDGs) 	√		
Lack of motivation of the faculty members to write text books in local language which is very important for increasing the access through Indian language	<ul style="list-style-type: none"> Organising workshop/session to encourage and inspire the faculty by proper resource persons 		√	
Challenges of infrastructure and manpower to run multidisciplinary courses	<ul style="list-style-type: none"> Apply for Govt grants 		√	
	<ul style="list-style-type: none"> Search out alternative fund 		√	
	<ul style="list-style-type: none"> Appoint tenure-based faculty as and when needed 	√		
Lack of trained personal within the college to introduce programme on Indian knowledge system	Providing training			√
Lack of orientation about research	Providing awareness and facilitate the		√	



(academic and community based) and innovation for majority of the faculty members	basic requirement			
Stagnant mindset of some faculty members creates hindrance to attend/participate in various capacity building programme	<ul style="list-style-type: none"> • Providing awareness • Organising programme related to CPD • Sanction leave to attend the same • Incentivised in terms of reward and felicitation after the application of knowledge and experience gained in the teaching-learning, research and other 	√		
The paucity of industry and entrepreneur in and around Dhubri district is a disadvantage factor for enhancing employability	<ul style="list-style-type: none"> • To provide necessary exposure to students in industries outside the state and industrial areas within the state 		√	
Lack of awareness about the use of IT facilities in teaching-learning reduces the potential capability of the teachers	<ul style="list-style-type: none"> • Organise awareness programme • Organise workshop 	√		
Maintenance of quality to attract the international learners	<ul style="list-style-type: none"> • Framing of syllabus of local folk and culture, tradition, medicinal plants and local biodiversity, which can be taught in online mode 		√	
Inadequate funding for implementation of full flagged e-governance	<ul style="list-style-type: none"> • Apply for grants to State and Central Govt • Searching of other funding agency 			√

**Step 8: Develop strategies to promote leadership**

Effective governance and leadership empower the creation of a culture of innovation and excellence in higher education institutions. It is expected that the Leaders of an HEI will demonstrate strong alignment to Constitutional values and the vision of the institution, along with attributes like, trust in teamwork, ability to work with diverse people, strong social commitment, pluralism with a positive outlook.

Keeping these in view, the following initiatives will be undertaken to promote leadership skill among the faculty members,

- Identification of excellent faculty with high academic and service credentials as well as demonstrated leadership and management skills
- Excellence in teaching, research and services will be incentivized through appropriate rewards and recognitions and will be encouraged and motivated to be an institutional leader
- Engaging faculty at all levels with strategic direction and decision-making capacity which will help to encourage them to pursue leadership roles
- Organise leadership training for all faculty, particularly women



Step 9: Develop mechanism to ensure 'transparency' in governance

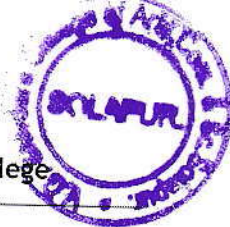
The following initiatives will be helpful to ensure 'transparency' in governance

- Constituting Governing body of the college with highly qualified and responsible persons
- Implementation of full-flagged e-governance in various areas of operation, like, administration, student admission and support, examination and finance
- Availability of information about college in the college website
- Disclosure under section 4(1) (b) of The RTI ACT, 2005
- Active Grievance redressal system
- Undertake regular Financial Audit by CA and Govt. Auditor
- Admission of students by following the Govt rule, strictly on merit basis



Step 10: Action plan for phase-wise implementation of the perspective IDP with specific timelines

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> Offering new programmes like BCom IT, integrated M.Sc and M.A course 	<ul style="list-style-type: none"> Apply to proper bodies for permission to introduce the programme Apply to Govt. for recruitment of faculties for the programmes Framing a track record to know the learning outcome 	√		
•	•			
<ul style="list-style-type: none"> Undertake courses (diploma/certificate) on gender related issues 	<ul style="list-style-type: none"> Preparation of syllabus of the courses Procurement of study materials 	√		
<ul style="list-style-type: none"> Offering more Add On Courses on various cross-cutting issues, like, Value Education, Human Rights to encourage multidisciplinary and holistic education 	<ul style="list-style-type: none"> Preparation of syllabus of the courses Procurement of study materials Augmentation of laboratory infrastructure as required 	√		
<ul style="list-style-type: none"> Provision of bridge courses for students of disadvantaged educationally backgrounds. 	<ul style="list-style-type: none"> Identification of the students Identification of the gap where bridge courses will be required Assigned teachers Preparation of Teaching plan and Lesson 	√		



	plans of the courses by the assigned teachers			
<ul style="list-style-type: none"> Regularly organising students' visit to places of importance to know the history, scientific contributions, traditions, indigenous literature and knowledge as a part of holistic education. 	<ul style="list-style-type: none"> Budget allocation for the students' visit Application for Financial grant from competent authority Seeking permission from respective competent authorities Establishment of MoUs/linkages with the competent authorities as and when possible Incorporating the visit schedule in the academic calendar 	√		
<ul style="list-style-type: none"> Introduction of new pedagogy that supports student-centric learning. 	<ul style="list-style-type: none"> Organise faculty development programme Organise in-house interaction session to discuss and share the idea and knowledge of the faculties 	√		
<ul style="list-style-type: none"> Creating online educational resources which students can use for independent learning 	<ul style="list-style-type: none"> Strengthening own Learning Management System Continuation of subscription of n-list 	√		
<ul style="list-style-type: none"> Establishment of MoUs with industries for better industry-academia relationship 	<ul style="list-style-type: none"> Explore the industries available in local, regional and national level Communicate them for information Organise seminar/workshop and invite the resource persons from industry 		√	
<ul style="list-style-type: none"> Providing opportunities for internship with local industry, artists, craftspersons etc., and research internship with other higher education institutions or research institutions. 	<ul style="list-style-type: none"> Explore the industries, artists and craftspersons available in local level Establish MoU with other HIE/research center and communicate them for information Organise seminar/workshop and invite the resource persons Organise students' visit Budget allocation to organise the programme 	√		



	<ul style="list-style-type: none"> • Application for Financial grant from competent authority 			
<ul style="list-style-type: none"> • Refine quality based education and student exchange programmes 	<ul style="list-style-type: none"> • Organised FDP as a part of Continuous Professional Development of faculty so that they can experience the present education scenario of the national and international level • Establish linkages with HEIs of repute for student exchange 	√		
<ul style="list-style-type: none"> • Providing counselling and mentoring system to all students 	<ul style="list-style-type: none"> • Incorporated Mentoring as an integral part of Academic Policy of the college • Assigned teacher-mentor to each student • Organise regular session with mentors-mentees • Organise FDP on mentoring • Establish MoUs with counsellor for mental health of the students • Organising face-to-face counselling session 	√		
<ul style="list-style-type: none"> • Establishment of more Students Clubs to nurture the creativity and skills of the students and organise various activities under these clubs. 	<ul style="list-style-type: none"> • Explore the possibility and opportunity to establish the students clubs • Assign in-charges from staff to look after the activities of each club • Assign student leader of each club which may help to develop leadership quality in them 	√		
<ul style="list-style-type: none"> • Providing with sufficient basic infrastructure and facilities, including clean drinking water, clean working toilets, blackboards, offices, teaching supplies, libraries, labs, and pleasant classroom spaces and 	<ul style="list-style-type: none"> • Budget allocation for proper maintenance of the unfactured 	√		



campuses.				
<ul style="list-style-type: none"> Regular upgradation of the campus infrastructure according to the changing needs and frequent maintenance of the same 	<ul style="list-style-type: none"> Infrastructure augmentation is related to the introduction of new programme/student support service Apply to concerned authorities for infrastructure grant 	√		
<ul style="list-style-type: none"> Providing 100% ICT enabled classrooms for teaching-learning. 	<ul style="list-style-type: none"> Apply to concerned authorities for infrastructure grant Budget allocation for augmentation of the same Organizing orientation programme for faculty on use of various tools of ICT in teaching-learning 	√		
<ul style="list-style-type: none"> Provision of financial assistance and scholarships for the students of socio-economically deprived group. 	<ul style="list-style-type: none"> Identify the students of socio-economically deprived group Apply to concerned authorities for grants Appeal to philanthropic person/groups for donation 			
<ul style="list-style-type: none"> Encourage start-up and entrepreneurship 	<ul style="list-style-type: none"> Establish MoU with Govt/NGOs to undertake related activities Strengthening Institutional Innovation Council Explore the possibilities of local start-up avenues Apply to concerned authorities for funding 	√		
<ul style="list-style-type: none"> Framing of Gender sensitisation action plan and its implementation 	<ul style="list-style-type: none"> Assign a committee to study the gap and prepare the gender sensitisation action plan Organise related workshops/activities to aware the staff and students 	√		
<ul style="list-style-type: none"> Hostel facilities for the desired 	<ul style="list-style-type: none"> Assign a committee for need based study 	√		



students	<ul style="list-style-type: none"> • Apply to concerned authorities for grants 			
<ul style="list-style-type: none"> • Providing medical facilities for students 	<ul style="list-style-type: none"> • Strengthening the health unit of the college • Establishing MoUs with Civil hospitals by providing registered medical practitioners 	√		
<ul style="list-style-type: none"> • Providing opportunities for participation in sports and cultural activities 	<ul style="list-style-type: none"> • Strengthening the sports and cultural committee • Establishment of Student clubs related to sports and culture • Strengthening cricket coaching center • Apply to concerned authorities for grants 		√	
<ul style="list-style-type: none"> • Endeavour to create systems and processes that are required to ensure students' physical health and emotional wellness 	<ul style="list-style-type: none"> • Incorporated Mentoring as an integral part of Academic Policy of the college • Assigned teacher-mentor to each student • Organized regular session with mentors-mentees • Organised FDP on mentoring • Establish MoUs with counsellor for taking care of the mental health of the students • Organising face-to-face counselling session • Augmentation of new equipment's in gymnasium • Construction of separate gymnasium for girl students 		√	
<ul style="list-style-type: none"> • Improving alumni engagement 	<ul style="list-style-type: none"> • Organise regular alumni meet (both centrally and department wise) • Involvement of alumni in various activities of the college • Collection of feedback and implementation in the overall development of the college 		√	



<ul style="list-style-type: none"> • Apply for various grants to Central and State Govt 	<ul style="list-style-type: none"> • Assign committee to explore various scheme under Central and State Govt. 			√
<ul style="list-style-type: none"> • Empowering the faculty to conduct innovative teaching, research and service 	<ul style="list-style-type: none"> • Depute faculty to attend workshops, STCs, RCs • Organise training • Allocation of budget 		√	
<ul style="list-style-type: none"> • Providing support to the faculty/staff for capacity building and promote leadership 	<ul style="list-style-type: none"> • Establishing MoUs with institutions of national importance to organise capacity building programme • Encourage and depute faculty members to attend induction programme/ orientation programme/ refresher course/short term course and other training programme • Excellence of teaching, research and services of faculty members will be incentivized through appropriate rewards and recognitions and will be encouraged and motivated to be an institutional leader • Engaging faculty at all levels with strategic direction and decision-making which will help to encourage them to pursue leadership roles. • Organise leadership training for all faculty, particularly women • Provide mentoring to the faculty members by present academic administrators of the college 		√	
<ul style="list-style-type: none"> • Develop a fully automated Management Information System 	<ul style="list-style-type: none"> • Assign committee to explore the areas of operation • Allocation of budget 		√	
<ul style="list-style-type: none"> • Promote decentralized adminis- 	<ul style="list-style-type: none"> • Formation of various committees with 	√		



trative mechanism with participation, flexibility and accountability	faculty and staff to assign definite administrative tasks and responsibilities <ul style="list-style-type: none"> • Every committee will have freedom to prepare their plan and decide implementation strategies • The convenor/chairman/coordinator of the committees will convey meetings as and when required for the implementation and organization of certain activities 			
<ul style="list-style-type: none"> • Framing a mechanism for regular communication with all the stakeholders, collection of feedback on curriculum, Teaching-Learning Process, infrastructures, etc, its scientific analysis and action taken on that 	<ul style="list-style-type: none"> • Formation of WhatsApp/Telegram groups of parents, alumni, faculties, students and local bodies to bring them in a single accessible platform • Provision of online feedback collection system • Analysis of feedback data and their implementation • Hosting the same in college website 	√		
<ul style="list-style-type: none"> • Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library 	<ul style="list-style-type: none"> • Apply to concerned authorities for grants • Make a plan for implementation in a phase manner • Strengthening the wifi coverage area including hostels • Upgradation and inclusion of ICT gadgets in the classrooms • Procurement of updated PCs for computer lab 			√
<ul style="list-style-type: none"> • Providing a disabled-friendly college campus and introduction of disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement 	<ul style="list-style-type: none"> • Provision of ramps in all the buildings and lift to multi-storied buildings • Signage including tactile path, display boards and signposts • Procurement of screen-reading software • Convert the present college website 	√		



	<ul style="list-style-type: none"> accessible by divyangjan Inclusion of aforesaid mentioned facilities in the project proposal, send to concerned authorities Designing and development of mobile apps for divyangjan 			
<ul style="list-style-type: none"> Fostering research culture in the institution and encourage 'Citizen research' 	<ul style="list-style-type: none"> Encouraging the faculty members to undertake research work (subject specific and problems related to local issues) Incentivise the faculty members in terms of reward, certificate etc for good quality publication Establishment of UG research centre Training in Citizen Research for UG students will be initiated 		√	
<ul style="list-style-type: none"> Fostering greater engagement with the local community 	<ul style="list-style-type: none"> Undertake community work on 'problems of malnutrition in the children of Dhubri district'- survey, analysis of data, report preparation, awareness and communicate the report to the concerned authority 		√	
<ul style="list-style-type: none"> Establishment of Central Instrumentation Facility to encourage inter-departmental research by faculties and students 	<ul style="list-style-type: none"> Selection of list of instruments as per the research expertise of the faculty members and possible research areas Apply to concerned authorities for grants 			√
<ul style="list-style-type: none"> Framing transparent and objective mechanisms for evaluation of Self Appraisal Documents of faculty members; Peer review Committees to review contribution to teaching, research, and publication, projects (research and 	<ul style="list-style-type: none"> Framing of questionnaires on various aspects like, Teaching-learning and evaluation related activities; co-curricular, extension and professional development related activities; research, publication and academic contribution of the faculty Collection of self appraisal annually (online) with proper documentational 	√		

consultancy), contribution in corporate life and extension activity.	<p>evidences</p> <ul style="list-style-type: none"> • On the basis of self appraisal, Annual Confidential Report of each faculty will be prepared by the Principal • Provision of incentive to the faculty with excellent work • Faculty not delivering on basic norms will be held accountable 			
<ul style="list-style-type: none"> • Preparation of detailed Campus Safety guidelines and its circulation among all stakeholders 	<ul style="list-style-type: none"> • Planning for disposition of various uses access, distribution of activity patterns, a network of movement • Integration of appropriate technology • Mitigation plan of natural disasters • Inclusion of fire safety, safety during construction and expansion, surveillance in campus, or crime, etc. 		√	
<ul style="list-style-type: none"> • Emphasis on environmentally sustainable campus by upholding the natural landscape and biodiversity 	<ul style="list-style-type: none"> • Preservation and conservation of already occupied green area, waterbodies of the campus • Preparation of master plan of the college highlighting various zones to retain the green cover in the campus 			√
<ul style="list-style-type: none"> • Promote sustainable development through eco-friendly practices and Implementation of the green protocol 	<ul style="list-style-type: none"> • Provision of alternate energy sources • Use of 100% LED bulbs in the college campus • Use of bio degradable wastes of the campus by converting them in to bio fertilizer ('Waste into Wealth') • Strengthening vermi composting • Strengthening the system of rain water harvesting and open well recharge to promote water conservation • Undertake regular Energy audit, Green and 	√		



	Environmental Audit and implementation of the recommendation • Undertake plantation as a permanent project			
• Introduction of Document management system	• Development of Online Document Management System (ODMS)	√		
• Undergo regular accreditation of the institution by the appropriate body	• Preparation and uplodging information to concerned authorities like NAAC/NAC	√		

Concluding remark

V.G.Shivadri College of Arts, Commerce and Science Solapur is committed to the holistic development of the students. The college aims to create a strong internal system for supporting diverse student associates in academic and social domains. The Institutional Development Plan will help to guide and plan to achieve this goal.