

**RAJIV GANDHI MEMOERIAL COLLEGE,  
LENGTISINGA**

# **INSTITUTIONAL DEVELOPMENT PLAN (IDP)**

**Academic Year- 2022-23 TO 2037-38**



Prepared by

**NEP TASK FORCE**

Rajiv Gandhi Memorial College, Lengtisinga

### Current Status of the College

#### **General Profile**

- |    |                                   |  |
|----|-----------------------------------|--|
| 1. | Name and Address of the college   | : Rajiv Gandhi Memorial College,<br>Lengtisinga P.O. Lengtisinga,<br>Bongaigaon Pin:783384, Assam<br>Website: <a href="http://www.rgmc.ac.in">www.rgmc.ac.in</a> |
| 2. | Year of Establishment             | : 1992   |
| 3. | Institutional Status              | : Provincialized   |
| 4. | Accreditation                     | : Accredited (CGPA: 1.86) by<br>NAAC (2023),   |
| 5. | Number of Programme offered       | : UG (BA, ARTS)  |
| 6. | No. of sanctioned post (teaching) | : 21   |

### About the College

Rajiv Gandhi Memorial College, a prominent institution of higher education in the eastern part of Abhayapuri Town situated at Lengtisinga, District- Bongaigaon (Assam) started way back in the year of 1992 with the initiative of people of locality of Lengtisinga area. The college is situated in an area at the confluence of river Aie, Manas and in Border area of District Bongaigaon and Barpeta, spreading higher education among the people of this locality irrespective of caste, creed, gender and community etc. The college first started class on August 1993 in this present campus of the college. The college is situated at very spacious area surrounded by bricks wall filled with natural beauty. The college has at present required number of class rooms, library cum reading room, departmental rooms, boys and girls' common room, students union office, and smart class rooms etc. The college is now almost self-sufficient in accommodation as the construction of new building is running for completion. The college is offering excellent opportunity to the faculty members and

students which is possible only with the consistent and coordinated efforts of Governing body and the faculty members.

The college offers Degree courses in arts only has Nine Departments with the dedicated and sincere teacher imparting quality education. Major courses are provided in subjects Assamese, English, Education, Political Science and Arabic.

The college has a rich library with reading room for creating knowledge and interest among the students and the faculty members.

The college was granted permanent affiliation by Gauhati University in general courses in the year 2010 and temporary affiliation in major courses in the year.

The college was recognized in **UGC Act under section 2f and 12B In the year 2016**. The college has come under the **Provincialization Act from 1st January 2013**.

### **Introduction to IDP**

The NEP Taskforce of the college has undertaken 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, Rajiv Gandhi Memorial College**

The NEP Task Force has considered the following main objectives for preparing the Institutional Development Plan:

#### **I. Vision Statement of the College**

The vision of Rajiv Gandhi Memorial College is to provide quality higher education with an attempt to inspire, prepare and empower students of its catchment area to succeed in a changing world and to make a society consisting of person intellectually awakened, professionally skilled, socially committed culturally integrated through Education and learning process.

#### **II. Mission**

As gate way to achieve the visionary goals, our mission targets

- To produce outstanding scholars
- To develop profession of teaching through research & Training and use of technology
- To analyses issues and problems
- To adopt appropriate Plan and Policies
- To sustain the quality

The College is vowed to its Vision and Mission with adaptive methodology despite limited resource and hoping to make it a center of excellence.

### **III. 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 successful citizen by improving 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 therein, which can then become the basis of Govt. funding.

Considering the background of the college as an institution imparting quality education in various field, the college has identified the broad aim of IDP as follows:

- To create a supportive academic environment for students ingrained with sincerity, discipline and commitment.
- To institute a sustained quality system embedded with a conscious, consistent and programmed action
- To mold civilized citizens of the nation
- To make skilled manpower through effective use of emerging technological tools and to bridge the gap between social needs and higher education.
- To bring three 'H' together in an integrated manner, namely, Hand (to develop skills), Head (to gain advanced knowledge), Heart (to inculcate human values)

## ROAD MAP FOR IMPLEMENTATION OF NEP-2020

### Step 1: Analysis of the continuity to 'Access', 'Proficiency' and 'Future' Preparedness

<u>Access</u>	
Impartiality including Gender Parity	<ul style="list-style-type: none"><li>➤ The College exhorts equal opportunity to all.</li><li>➤ Organizing several programmes on gender equity.</li><li>➤ Readiness of gender sensitization action plan.</li></ul>
Subjection to gather with Socio-economic deprived Groups (SEDGS)	<p>Rajiv Gandhi Memorial College, Lengtisinga is a Govt. Provincialized College, Affiliated to Gauhati University, agglutinates with the reservation policy of the govt. of Assam in connection to the admission of students to the programmes offered in the college.</p> <ul style="list-style-type: none"><li>➤ Financial assistance is provided to the students for the economically weaker section from the college funds.</li><li>➤ Dispensation of regular mentoring of the students.</li><li>➤ Open counseling of the students</li></ul>
Attempts for increasing online access.	Online access of N-LIST, DELNET World E-book Library for students and faculties.

Quality	
Multidisciplinary and holistic education	<p>Rajiv Gandhi Memorial College, is offering B.A. (Arts ) programme under Gauhati University.</p> <ul style="list-style-type: none"><li>➤ Offering skill Enhancement Course as per Gauhati University CBCS Syllabus.</li><li>➤ Offering a few nos. of Add on courses in addition to regular programmes offered by affiliating University.</li><li>➤ Initiated some Students clubs to nurture the talent of the students</li></ul>
Elasticity of courses and student mobility- multiple entry and exist.	<ul style="list-style-type: none"><li>➤ UG courses are running as per new CBCS under GU, however, the multiple entry exist is yet to be implemented by affiliating university.</li><li>➤ Offering various values added and skill based Add on courses.</li></ul>
Research, Publication and Innovation	<ul style="list-style-type: none"><li>➤ Research and Publication Cell are working to achieve the goal</li><li>➤ Teachers regularly published papers in national and international journals.</li></ul>
Capacity building of faculty	<ul style="list-style-type: none"><li>➤ Providing drinking water facilities, toilets, teaching aids, libraries, laboratories, and an overall pleasant college campus.</li><li>➤ The college enables to access ICT classroom.</li><li>➤ Inspires faculty members to participate in FDP, Workshop, Seminar by sanctioning duty leave, sponsoring registration fee.</li></ul>

<b>Future Readiness</b>	
Promoting employability through internship	<ul style="list-style-type: none"><li>➤ The College has Career Counselling and Placement Cell under which various career counselling programme and coaching for competitive examinations are organized.</li><li>➤ Offering few Skill based Add on courses</li></ul>
Transforming education through integration of technology	<ul style="list-style-type: none"><li>➤ The central library of the college facilitates the access of DELNET, NLIST e-Journals to the readers.</li><li>➤ Use of various online platforms for teaching-learning process</li></ul>
Accreditation for quality education	<ul style="list-style-type: none"><li>➤ College is accredited by NAAC (1<sup>st</sup> cycle, 2023) with the CGPA 1.86</li></ul>
Governance	<ul style="list-style-type: none"><li>➤ The governance is taken care of by Governing Body constituted by Department of Higher Education, Assam with Principal as the member-Secretary</li><li>➤ Implementation of e-governance in various areas of operation, namely, administration, finance, Students admission and examination</li></ul>

## **Step 2: Visualization for transformation of the institution for next 15 years in method of NEP-2020 and depict a strategic plan of action**

Institutional Development Plan is the foundation 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, Rajiv Gandhi Memorial College envisages the following initiatives,

1. Offering new programmes like Bsc, B Com, integrated B.Ed and more BVOC is requires for our college.
2. Convert the college into a self-governing degree granting autonomous institute of higher education.
3. Introduce contemporary subjects in UG level, like, Artificial Intelligence, Cloud Computing, Data Analysis, Cyber security, etc. to develop these various important skills in students.
4. Provide more financial assistance and scholarships to socio-economically under privileged students.
5. A transparent and stated process of faculty recruitment
6. Retention of faculty members and motivating them towards advancing the students, institution, and profession.
7. Maintenance of ideal PTR so that faculty can interact with students, conduct research and so that they can be involved other activities of college as well as extension.
8. Autonomous, more accountable, decentralized and transparent internal governance.
9. Strong Grievance Redressal system.
10. Strictly administer all no-discrimination and anti-harassment rules.
11. Encouraging and empowering the faculty to conduct innovative teaching and pedagogy, research and service which will motivate them to do outstanding creative work.
12. Strengthening the student support system.
13. Develop and use supportive technology tools for better participation and learning outcomes.



14. Emphasis to increase the employability potential of the students.
15. Develop bridge courses for students of disadvantaged educational backgrounds.
16. Provide regular counseling and mentoring programmes for social, emotional and academicsupport.
17. Develop more quality study material in local languages.
18. Encourage research work among faculty and students.
19. Augmentation of basic infrastructure facilities, viz, clean drinking water, clean working toilets,sports facilities, and pleasant classroom spaces and campuses.
20. Increasing hostel facilities as per need.
21. Providing medical facilities for all students
22. Establishment of MoUs with institutions of national importance to undertake collaborative work in research and teaching and to facilitate faculty/student exchanges.
23. Undertake programme/add on course/activities to sensitize faculty, staff and students on issues of gender-identity
24. 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.
25. Improving alumni engagement in various fields of activities of the college
26. Fostering greater engagement with the local community
27. Apply for various grants to Central and State Govt. and to identify new source of funding
28. Undergo regular accreditation of the institution by the appropriate body with the aim to attainthe 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**

**Rajiv Gandhi Memorial College strives to achieve its vision by**

- Committing itself to intellectual exercises based on effective teaching, interaction programmeand exchanges in order to lift the diverse communities from stagnation to development

- Nurturing emerging disciplines and the creation of new knowledge and artistic expression in response to a rapidly changing world,
- Making effective use of the emerging technological tools to create skilled manpower and to bridge the gap between social needs and higher education.
- Creating a congenial atmosphere to create and disseminate knowledge of human experience, thought and creativity to advance human welfare in all its dimensions,
- Actively cultivating efforts aimed at developing students into independent-minded, responsible global citizens.

**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**

- Cordial 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 marginalized including the provision of admission of the transgender students
- Student-centric teaching-learning process
- Internal complain committee, Anti-ragging committee, anti-sexual harassment committee are in place
- Funding from Govt of Assam

**Few steps to mitigate the gaps**

- Apply to university, Govt of Assam and other agencies to start new programme ( B.Sc B.Com, integrated B.Ed, BVOC, BCA, PGDCA)
- Apply to UGC for autonomy of the college
- Preparation of syllabus to start some contemporary subjects by faculty members or by hiring resource.
- Appeal to NGOs and / Entrepreneurship 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 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
- 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 B.Sc B.Com, integrated B.Ed, BVOC, BCA,& PGDCA
2. Convert into a self-governing degree granting autonomous institute of higher education.
3. Undertake courses (diploma/certificate) on gender related issues.
4. Offering more Add On Courses on various cross-cutting issues, Handicraft, like, Value Education, Human Rights, Folk and Performing Arts, Knowledge of Self, etc to encourage multidisciplinary and holistic education.
5. Provision of bridge courses for students of disadvantaged educationally backgrounds.
6. Regularly organize the Students' visit to places of importance to know the history of scientific contribution, traditions, indigenous literature and knowledge as a part of holistic education.
7. Introduction of new pedagogy that supports student-centric learning.
8. Creating online educational resources which students can use for independent learning.
9. Establishment of MoUs with industries for better industry-academia relationship.
10. Providing opportunities for internship with local industry, artists, crafts persons etc., and research internship with other higher education institutions or research institutions.

11. Introduce quality based education and student exchange programmes.
12. Providing counseling and mentoring system to all students.
13. Establishment of more Students Clubs to nurture the creativity and skills of the students and organize various activities under these clubs.
14. 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.
15. Regular up gradation of the campus infrastructure according to the changing needs and frequent maintenance of the same.
16. Providing ICT Possess classrooms for teaching-learning.
17. Provision of financial assistance and scholarships for the students of socio-economically deprived group.
18. Encourage start-up and entrepreneurship
19. Providing medical facilities for students.
20. Providing opportunities for participation in sports and cultural activities.
21. Persists to create systems and processes that are required to ensure students' physical health and emotional wellness.
22. Improving alumni engagement.
23. Apply for various grants to Central and State Govt.
24. Empowering the faculty to conduct innovative teaching, research and service.
25. Providing support to the faculty/staff for capacity building and promote leadership.
26. Initiate a fully automated Information Management System.
27. Promote decentralized administrative mechanism with participation, flexibility and accountability.
28. 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.
29. Fostering research culture in the institution, establishment of research centres and encourage Citizen research'.
30. Fostering greater engagement with the local community.
31. Sustain regular accreditation of the institution by the appropriate body.

## **SHORT TERM STRATEGIC PLANS**

### **(i) CURRICULAR ASPECTS**

## **TARGET**

- To start more Add-on courses to enrich students in various domains to promote multidisciplinary and holistic education as well as to comprehend Indian Knowledge system.
- Organizing 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 re-structured 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.
- To organize 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 digitalization of central library.
- Establishment of MoUs Academic Institution for Student Exchange and other Programmes.
- To Organise students' visit to places of importance to know the history, scientific contributions, traditions, indigenous literature and knowledge.

### **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 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.

### **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.
- Establishment of Central Instrumentation Facility.

- Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernization of computer labs and fully automated library.
- Upgradation of college canteen facilities
- Provision for hostel facility, especially for girl students

#### 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 cater the needs of students.
- Analysis and updating 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.
- To organize capacity enhancement programme.
- To Organize 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.



## 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.
- Apply for various grants to Central and State Govt.
- 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, shortterm courses.
- Facilitates participation in online and Face-to-face training programme Organised byUGC/IGNOU on leadership training.
- Establishment of Mahapurush Srimanta Sankardeva Study Center, Naranarayan Study Centerand strengthening the Vivekananda Study center to integrate the Indian knowledge system.
- 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 SexualHarassment Committee with the participation of staff and students.
- Preparation of Detailed Project Report and submission of the same to respective agency forfunding.
- To organize 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 sensitization action plan.
- Make a global impact on society through education, empowerment, research, innovation and humanitarian activities.
- Introduction of full flagged e-governance in areas of operation.

### **STRATEGY**

- 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 therecommendations.
- 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 veryimportant 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 knowledgesystem.
6. Lack of orientation about research (academic and community based) and innovation formajority of the faculty members.
7. Stagnant mindset of some faculty members creates hindrance to attend/participate in variouscapacity building programme.
8. Lack of awareness about the use of IT facilities in teaching-learning reduces the potentialcapability of the teachers.
9. Inadequate funding for implementation of full flagged e-governance.

**Step 7: Develop a workable hypothesis to mitigate and overcome the challenges in a phasedmanner**

Challenges	Hypothesis to mitigate the issue	Time line (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"> <li>➤ Facilitate Govt. free ship/scholarship</li> <li>➤ Appeal will be made to NGOs and philanthropic persons/groups to extend their financial help to the students from socio-economic deprived group (SEDGs)</li> </ul>	√		
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"> <li>➤ Organizing workshop/session to encourage and inspire the faculty by proper resource persons</li> </ul>		√	

Challenges	Hypothesis to mitigate the issue	Timeline (year)		
		5	10	15
Challenges of infrastructure and manpower to run multidisciplinary courses	➤ Apply for Govt grants		√	
	➤ Search out alternative fund		√	
	➤ 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 (academic and community based) and innovation for majority of the faculty members	Providing awareness and facilitate the basic requirement		√	
Stagnant mindset of some faculty members creates hindrance to attend/participate in various capacity building programme	➤ Providing awareness ➤ To organize programme related to CPD ➤ Sanction leave to attend the same ➤ Incentivized 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 Bongaigaon district is a disadvantage factor for enhancing employability	➤ 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	➤ Organise awareness programme ➤ Organise workshop	√		

Challenges	Hypothesis to mitigate the issue	Time line (year)		
		5	10	15
Inadequate funding for implementing of full flagged e- governance	<ul style="list-style-type: none"><li>➤ Apply for grants to State and Central Govt.</li><li>➤ Searching of other funding agency</li></ul>		√	

### 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  
Provide mentoring to the faculty members by present academic administrators of the college

### 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

- 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
➤ Offering new programmes like B.Sc, BCom, integrated BEd and more BVOC, BCA PGDCA courses.	<ul style="list-style-type: none"><li>➤ Apply to proper bodies for permission to introduce the programme</li><li>➤ Apply to Govt. for recruitment of faculties for the programmes</li><li>➤ Framing a track record to know the learning outcome</li></ul>		√	
➤ Convert into a self-governing degree granting autonomous institute of higher education.	<ul style="list-style-type: none"><li>➤ Work towards for getting at least 'A' grade by NAAC</li><li>➤ Apply to UGC for granting autonomy</li></ul>		√	
➤ Undertake courses (diploma/certificate) on gender related issues	<ul style="list-style-type: none"><li>➤ Preparation of syllabus of the courses</li><li>➤ Procurement of study materials</li></ul>	√		

Proposed plans	Action plans	Timeline (years)		
		5	10	15
➤ Offering more Add on Courses on various cross-cutting issues, like, Value Education, Human Rights, Web Designing, Bee Keeping, Mushroom Cultivation, Folk and Performing Arts, Knowledge of Self, Vedic Mathematics, etc to encourage multidisciplinary and holistic education	➤ Preparation of syllabus of the courses ➤ Procurement of study materials ➤ Augmentation of laboratory infrastructure as required	√		
➤ Provision of bridge courses for students of disadvantaged educationally backgrounds.	➤ 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 teacher	√		
➤ Creating online educational resources which students can use for independent learning	➤ Strengthening own Learning Management System ➤ Continuation of subscription of n-list	√		

Proposed plans	Action plans	Timeline (years)		
		5	10	15
➤ Introduction of new pedagogy that supports student-centric learning.	<ul style="list-style-type: none"> <li>➤ Organise faculty development programme</li> <li>➤ Organise in-house interaction session to discuss and share the idea and knowledge of the faculties</li> </ul>	√		
➤ Establishment of MoUs with industries for better industry-academia relationship	<ul style="list-style-type: none"> <li>➤ Explore the industries available in local, regional and national level</li> <li>➤ Communicate them for information</li> <li>➤ Organise seminar/workshop and invite the resource persons from industry</li> </ul>		√	
➤ Providing opportunities for internship with local industry, artists, craftsperson etc., and research internship with other higher education institutions or research institutions.	<ul style="list-style-type: none"> <li>➤ Explore the industries, artists and craftsperson available in local level</li> <li>➤ Establish MoU with other HIE/research center and communicate them for information</li> <li>➤ Organise seminar/workshop and invite the resource persons</li> <li>➤ Organise students' visit</li> <li>➤ Budget allocation to organise the programme</li> <li>➤ Application for Financial grant from competent authority</li> </ul>	√		



Proposed plans	Action plans	Timeline (years)		
		5	10	15
➤ Refine qualitybased education and student exchange	<ul style="list-style-type: none"> <li>➤ Organised FDP as a part of Continuous Professional Development of faculty so that they can experience the present education scenario of the national level</li> <li>➤ Establish linkages with HEIs of repute for student exchange</li> </ul>		√	
➤ Providing counseling andmentoring system to all students	<ul style="list-style-type: none"> <li>➤ Incorporated Mentoring as an integral partof Academic Policy of the college</li> <li>➤ Assigned teacher-mentor to each student</li> <li>➤ Organise regular session with mentors-mentees</li> <li>➤ Organise FDP on mentoring</li> <li>➤ Establish MoUs with counsellor for mentalhealth of the students</li> <li>➤ Organising face-to-face counselling session</li> </ul>	√		
➤ Establishment of more Student Clubs to nurture the creativity and skills of the students and organise various activities under these clubs.	<ul style="list-style-type: none"> <li>➤ Explore the possibility and opportunity to establish the student's clubs</li> <li>➤ Assign in-charges from staff to look afterthe activities of each club</li> <li>➤ Assign student leader of each club which may help to develop leadership quality anthem</li> </ul>	√		

Proposed plans	Action plans	Timeline (years)		
		5	10	15
➤ 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.	<ul style="list-style-type: none"> <li>➤ Apply to concerned authorities for infrastructure grant</li> <li>➤ Preparation and submission of proper plan and estimate along with DPR to the concerned authority</li> <li>➤ Budget allocation for proper maintenance of the unfurnished</li> </ul>			√
➤ Regular up gradation of the campus infrastructure according to the changing needs and frequent maintenance of the same	<ul style="list-style-type: none"> <li>➤ Infrastructure augmentation is related to the introduction of new programme/student support service</li> <li>➤ Apply to concerned authorities for infrastructure grant</li> <li>➤ Preparation and submission of proper plan and estimate along with DPR to the concerned authority</li> </ul>			√
• Providing 100% ICT enable class room.	<ul style="list-style-type: none"> <li>• Apply to concerned authorities for infrastructure grant</li> <li>• Budget allocation for augmentation of the same</li> <li>• Organizing orientation programme for faculty members on use of various tools of ICT in teaching-learning</li> </ul>		√	
• Providing medical facilities for students	<ul style="list-style-type: none"> <li>• Strengthening the health unit of the college</li> <li>• Establishing MoUs with Civil hospitals by providing registered medical practitioners</li> </ul>	√		

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Provision of financial assistance and scholarships for the students of socio-economically deprived group.</li> </ul>	<ul style="list-style-type: none"> <li>Identify the students of socio-economically deprived group</li> <li>Apply to concerned authorities for grants</li> <li>Appeal to philanthropic person/groups for donation</li> </ul>			
<ul style="list-style-type: none"> <li>Encourage start-up and</li> </ul>	<ul style="list-style-type: none"> <li>Establish MoU with Govt/NGOs</li> <li>Strengthening Institutional Innovation Council</li> <li>Explore the possibilities of local start-up avenues</li> <li>Apply to concerned authorities for funding</li> </ul>		√	
<ul style="list-style-type: none"> <li>Framing of Gender sensitization action plan and its implementation</li> </ul>	<ul style="list-style-type: none"> <li>Assign a committee to study the gap and prepare the gender sensitization action plan</li> <li>Organise related workshops/activities to aware the staff and students</li> </ul>	√		
<ul style="list-style-type: none"> <li>Providing opportunities for participation in sports and cultural activities</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the sports and cultural committee</li> <li>Establishment of Student clubs related to sports and culture</li> <li>Procurement of calisthenics and construction of track field, flood light/light tower and gallery with shed</li> <li>Strengthening cricket coaching center</li> <li>Apply to concerned authorities for grants</li> </ul>		√	

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Endeavour to create systems and processes that are required to ensure students' physical health and emotional wellness</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated Mentoring as an integral part of Academic Policy of the college</li> <li>Assigned teacher-mentor to each student</li> <li>Organised regular session with mentors-mentees</li> <li>Organised FDP on mentoring</li> <li>Establish MoUs with counsellor for taking care of the mental health of the students</li> <li>Organising face-to-face counselling session</li> <li>Augmentation of new equipments</li> <li>Construction of separate gymnasium for girl students</li> </ul>		√	
<ul style="list-style-type: none"> <li>Improving alumni engagement</li> </ul>	<ul style="list-style-type: none"> <li>Organise regular alumni meet (both centrally and department wise)</li> <li>Involvement of alumni in various activities of the college</li> <li>Collection of feedback and implementation in the overall development of the college</li> </ul>		√	
<ul style="list-style-type: none"> <li>Apply for various grants to Central and State Govt</li> </ul>	<ul style="list-style-type: none"> <li>Assign committee to explore various scheme under Central and State Govt.</li> <li>Preparation of proposal along with Concept paper/DPR</li> </ul>			√

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Empowering the faculty to conduct innovative teaching, research and service</li> </ul>	<ul style="list-style-type: none"> <li>Depute faculty to attend workshops, STCs,RCs</li> <li>Organise training</li> <li>Allocation of budget</li> </ul>		√	
<ul style="list-style-type: none"> <li>Providing support to the faculty/staff for capacity building and promote leadership</li> </ul>	<ul style="list-style-type: none"> <li>Establishing MoUs with institutions of national importance to organise capacity building programme</li> <li>Encourage and depute faculty members to attend induction programme/ orientation programme/ refresher course/short term course and other training programme</li> <li>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</li> <li>Engaging faculty at all levels with strategic direction and decision-making which will help to encourage them to pursue leadership roles.</li> <li>Organise leadership training for all faculty, particularly women</li> <li>Provide mentoring to the faculty members by present academic administrators of the college</li> </ul>		√	
<ul style="list-style-type: none"> <li>Develop a fully automated Management Information Sys-tem</li> </ul>	<ul style="list-style-type: none"> <li>Assign committee to explore the areas of operation</li> <li>Allocation of budget</li> </ul>		√	

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Promote decentralized administrative mechanism with participation, flexibility and accountability</li> </ul>	<p>Formation of various committees with faculty and staff to assign definite administrative tasks and responsibilities</p> <ul style="list-style-type: none"> <li>Every committee will have freedom to prepare their plan and decide implementation strategies</li> <li>The Convenor/chairman/coordinator of the committees will convey meetings as and when required for the implementation and</li> <li>organization of certain activities</li> </ul>	√		
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Formation of WhatsApp/Telegram groups of parents, alumni, faculties, students and local bodies to bring them in a single accessible platform</li> <li>Provision of online feedback collection system</li> <li>Analysis of feedback data and their implementation</li> <li>Hosting the same in college website</li> </ul>	√		
<ul style="list-style-type: none"> <li>Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernization of computer labs and fully automated library</li> </ul>	<ul style="list-style-type: none"> <li>Apply to concerned authorities for grants</li> <li>Make a plan for implementation in a phasemanner</li> <li>Strengthening the WIFI coverage areaincluding hostels</li> <li>Upgradation and inclusion of ICT gadgetsin the classrooms</li> <li>Procurement of updated PCs for computerlab</li> </ul>			√

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Providing a disabled-friendly college campus and introduction of disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement</li> </ul>	<ul style="list-style-type: none"> <li>Provision of ramps in all the buildings and lift to multi-storied buildings</li> <li>Signage including tactile path, display boards and signposts</li> <li>Procurement of screen-reading software</li> <li>Convert the present college website accessible by divyangyan</li> <li>Inclusion of aforesaid mentioned facilities in the project proposal, send to concerned authorities</li> <li>Designing and development of mobile apps</li> <li>for divyangjan</li> </ul>		√	
<ul style="list-style-type: none"> <li>Fostering research culture in the institution and encourage 'Citizen research'</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging the faculty members to undertake research work (subject specific and problems related to local issues)</li> <li>Incentivise the faculty members in terms of reward, certificate etc for good quality publication</li> <li>Establishment of UG research centre</li> <li>Training in Citizen Research for UG students will be initiated</li> </ul>		√	
<ul style="list-style-type: none"> <li>Fostering greater engagement with the local community</li> </ul>	<ul style="list-style-type: none"> <li>Undertake community work on 'problems of malnutrition in the children of Bongaigaon district'- survey, analysis of data, report preparation, awareness and communicate the report to the concerned authority</li> </ul>		√	

Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Establishment of Central Instrumentation Facility to encourage inter-departmental research by faculties and students</li> </ul>	<ul style="list-style-type: none"> <li>Selection of list of instruments as per the research expertise of the faculty members and possible research areas</li> <li>Apply to concerned authorities for grants</li> </ul>			√
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Collection of self appraisal annually (online) with proper documentational evidences</li> <li>On the basis of self appraisal, Annual Confidential Report of each faculty will be prepared by the Principal</li> <li>Provision of incentivize the faculty with excellent work Faculty not delivering on basic norms will be held accountable</li> </ul>	√		
<ul style="list-style-type: none"> <li>Preparation of detailed Campus Safety guidelines and its circulation</li> </ul>	<ul style="list-style-type: none"> <li>Planning for disposition of various uses access, distribution of activity patterns, a network of movement</li> <li>Integration of appropriate technology</li> <li>Mitigation plan of natural disasters</li> <li>Inclusion of fire safety, safety during construction and expansion, surveillance in campus, or crime, etc</li> </ul>		√	



Proposed plans	Action plans	Timeline (years)		
		5	10	15
<ul style="list-style-type: none"> <li>Emphasis on environmentally sustainable campus by upholding the natural landscape and biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Preservation and conservation of already occupied green area, waterbodies of the campus</li> <li>Preparation of master plan of the college highlighting various zones to retain the green cover in the campus</li> </ul>			√
<ul style="list-style-type: none"> <li>Promote sustainable development through eco-friendly practices</li> </ul>	<ul style="list-style-type: none"> <li>Provision of alternate energy sources</li> <li>Use of 100% LED bulbs in the college campus</li> <li>Use of bio degradable wastes of the campus by converting them in to bio fertilizer ('Waste into Wealth')</li> <li>Strengthening Verme composting</li> <li>Strengthening the system of rain water harvesting and open well recharge to promote water conservation</li> <li>Undertake regular Energy audit, Green and Environmental Audit and implementation of the recommendation</li> <li>Undertake plantation as a permanent project</li> </ul>	√		
<ul style="list-style-type: none"> <li>Hostel facilities for the desired students</li> </ul>	<ul style="list-style-type: none"> <li>Assign a committee for need based study</li> <li>Apply to concerned authorities for grants</li> </ul>		√	
<ul style="list-style-type: none"> <li>Undergo regular accreditation of the institution by the appropriate body</li> </ul>	<ul style="list-style-type: none"> <li>Preparation and uploading information to concerned authorities like NAAC/NAC</li> </ul>	√		

### **Concluding remark**

Rajiv Gandhi Memorial College is committed to the holistic development of the students. The college aims to create a strong internal system for supporting diverse students associating in academic and social domains. The Institutional Development Plan will help to guide and plan to achieve this goal. Education and learning is a continuous process. The continuous improvement and training is very much needed. Educational innovation with more variety in knowledge because knowledge is power it generates employments and job possibilities to depend on future. If we to transform our country in to a true knowledge power and realize a future of prosperity and growth, a radical change of education system with quality the central is very much essential in the light of global trends happening itself.

Today facing completion is becoming an inevitable task as such Indian Universities and colleges need to focus on quality in their management of affairs and also benchmark with the high-ranking institutions of the world only then we may able to come up to the global standards. At the same time more, autonomy should be provided for fairer competition and flexibility in their working. Hence the Institution has prepared the Institutional Development Plan (IDP) to provide innovation and to enhance skill in all sphere among the students so that they can be able face the challenges with sincere commitment and conviction.

  
Co-ordinator  
IQAC  
R.G.M. College, Lengtisinga  
Bongaigaon (Assam)

  
Principal  
Rajiv Gandhi Memorial College  
Lengtisinga