B N COLLEGE, DHUBRI

INSTITUTIONAL DEVELOPMENT PLAN

Academic Year - 2022-2023 to 2037-2038

Prepared by,

**NEP TASK FORCE
B. N. College, Dhubri**

Current Status of the College

General profile

1.	Name and Address of the college	:	B N College
			Ward no. 15, College Road, PO. Bidyapara,
			Dist. Dhubri, Pin: 783324, Assam
			Mail id: bncollege46@gmail.com
			Website: www.bncollege.co.in
2.	Year of Establishment	:	1946
3.	Institutional Status	:	Provincialized
4.	Award, Recognition, Accreditation	:	Accredited with B$^+$ grade (CGPA: 2.62) by NAAC (2016),
			ISO (9001:2015) certified,
			Awarded three-STAR by MoE's Innovation Cell
5.	Number of Programme offered		
	UG	:	BA, BSc, BCA, BVOC(IT)
	PG	:	MA (Assamese), MSc (Chemistry)
6.	No. of sanctioned post (teaching)	:	68

About the College

B. N. College is a premier co-educational institute of higher education in the district of Dhubri in the western part of Assam, sharing inter-state border with Meghalaya and West Bengal, and international border with Bangladesh. Since its inception in 1946, the college has been imparting Higher education in Arts and Science to the youth of this economically and educationally backward region of Assam.

Though the college is located within the Municipal area of Dhubri on the bank of river Brahmaputra, most of the students of the college hail from the surrounding rural areas including river islands. It has been playing a path finding role and takes pride in producing a number of quality personalities who occupy privileged positions worldwide in the different fields.

At present about 3000 students is receiving education in Arts and Science with Honours course in almost all subjects available here. Moreover, the college offers PG in Assamese and chemistry. The college also started B. VOC (IT) course from 2017. Being an affiliated college under Gauhati University, college offers CBCS courses in all UG and PG programmes. Spread over a campus of

18 acres, the college provides a congenial atmosphere for teaching and learning. Established with the objective, among other, to empower the youth through dissemination of knowledge and thereby uplift the diverse classes and communities, the college has been able to make an impact in the society. Thus the college is contributing to social justice and national development.

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, B N 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 B N 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.

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

B. N. College is committed to a culture of quality enhancement through a process of continuous quality improvement in all its endeavours, namely, teaching-learning, research, student support and extension services. For all round development of the students, the college

is committed to provide platforms to focus on various areas of education, art and knowledge in the line of '*Saptadhara*' or Seven Bands. These are,

- *Gyan Dhara* (Knowledge Band)
- *Srijanatmak Abhivyakti Dhara* (Creative Expression Band)
- *Rang, Kala, Kaushalya Dhara* (Fine Arts Band)
- *Natya Dhara* (Theatre band)
- *Sangeet, Nritya Dhara* (Music and Dance Band)
- *Yog Vyayam Khel Dhara* (Yoga and Sports Band)
- *Samudayik Seva Dhara* (Community and Social Service Band)

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 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 science, arts, and vocational 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 mould humane 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 present scenario in terms of 'Access', 'Quality' and 'Future Readiness'

Access	
Equity including Gender Parity	• The college fosters equal opportunity to all. • Organising various programmes on gender equity • Preparation of gender sensitization action plan • Undertake Gender audit in the college campus.
Inclusion including Socio-economic Deprived Groups (SEDGs)	• B N College, Dhubri is a provincialized college, affiliated to Gauhati University, adheres to the reservation policy of the Govt. of Assam, with respect to the admission of students to various programme offered in the college. • College sticks to the Fee waiver Policy of the Govt of Assam. • 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	• Own Leaning Management System for online learning • Use of online platform for teaching-learning process • Centre of IDOL, the Open & Distance Learning Centre of Gauhati University • Online access of N-LIST, DELNET and World E-book Library for students/faculties
Increasing access through Indian languages	• Teaching-learning process is done through Assamese language along with English as per guidelines of affiliating University • Offers courses on the following languages as subjects – 1) Assamese 2) Bengali 3) Hindi 4) Sanskrit

Quality	
Multidisciplinary and holistic education	• B N College, Dhubri is offering BA, BSc, BVOC(IT), BCA, MA (Assamese) and MSc (Chemistry) programme under Gauhati University. • Offering various Add on Courses in addition to regular programmes offered by affiliating university • Offering Skill Enhancement courses as per Gauhati 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	• Both the UG and PG course are running as per new CBCS under GU, 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	• B N College offers UG programme with Honours in classical language (Sanskrit). • Students can enroll themselves in various Add on Courses of Indian Knowledge System, for e.g, Value Education, Human rights etc. • The college is also a centre for Non-formal Spoken Sanskrit offered by Central Sanskrit University
Research, Innovation and Ranking	• The college has the Institution Innovation Council under MoE, GOI with 3 STAR ranking (IIC2.0) to inculcate research and innovation among the students. • The Research Lab of Chemistry department is a recognized research center by GU for pursuing Ph.D • Teachers regularly publish papers in reputed journals. There are recognized Research Guides in the college under various departments of Gauhati University
Capacity building of faculty	• Providing drinking water facilities, toilets, teaching aids, libraries, laboratories, and an overall pleasant college

	campus.
	• 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.

Future Readiness

Enhancing employability through internship/apprenticeship	• The College has Career Counselling and Placement Cell under which various career counselling programme and coaching for competitive examinations are organized. • Offering few skill based Add on courses
Transforming education through integration of technology	• 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 e-Sudhsindu, Sudhganga, and e-pathshala to the readers. • Use of various online platforms for teaching-learning process • stablishment of e-Language and Multimedia Lab through NECTAR • Establishment of Video conferencing through RUSA
Accreditation for quality education	• College is accredited by NAAC (3rd cycle, 2016) with the CGPA 2.62
Internationalization	• No step has yet been taken
Governance	• The governance is taken care of by Governing Body constituted by Department of Higher Education, Assam with Principal as the member–Secretary • 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, B N college envisages the following initiatives,

1. Offering new programmes like BCom, integrated BEd and more BVOC, PG in all the subjects.
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 disadvantaged 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 can involve in 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. Continuous Professional Development (CPD) for faculty and staff, and leadership training for Principal and others
12. Encouraging and empowering the faculty to conduct innovative teaching and pedagogy, research and service which will motivate them to do outstanding creative work.
13. Excellent performance of the faculty in teaching, research and other services will be incentivized through appropriate rewards, recognitions, and movement into institutional leadership. Meanwhile, faculty not delivering on basic norms will be held accountable.
14. Strengthening the student support system
15. Allocation of budget for establishment of Student clubs and organise activities by students under the supervision of faculty. Such activities will be incorporated into the curriculum as and when the student fee the necessity
16. Develop and use supportive technology tools for better participation and learning outcomes.
17. Emphasis to increase the employability potential of the students

18. Develop bridge courses for students of disadvantaged educational backgrounds

19. Provide regular counselling and mentoring programmes for social, emotional and academic support

20. Develop more quality study material in local languages

21. Encourage research work among faculty and students

22. Augmentation of basic infrastructure facilities, viz, clean drinking water, clean working toilets, sports facilities, and pleasant classroom spaces and campuses.

23. Increasing hostel facilities as per need.

24. Providing medical facilities for all students

25. Establishment of MoUs with institutions of national and international importance to undertake collaborative work in research and teaching and to facilitate faculty/student exchanges.

26. Conduct outreach programmes on higher education opportunities, scholarships, skills and entrepreneurship among SEDGs

27. Undertake programme/add on course/activities to sensitise faculty, staff and students on issues of gender-identity

28. 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

29. Improving alumni engagement in various fields of activities of the college

30. Fostering greater engagement with the local community

31. Incorporating the principle of sustainability in all sphere of policies as well as activities.

32. Allocation of budget to make a complete disabled-friendly college campus

33. Allocation of budget for environmentally sustainable campus by upholding the natural landscape and biodiversity using renewable sources of energy and giving importance in resilience (to mitigate natural disasters and accidents), sustainability, utilities and services, safety

34. Allocation of budget for ERP management

35. Apply for various grants to Central and State Govt and to identify new source of funding

36. Set up of an International Students Office

37. 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:

B. N. College strives to achieve its vision by

- Committing itself to intellectual exercises based on effective teaching, interaction programme and 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,

- Inculcating deep historical knowledge of diverse cultures at home and abroad

- 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
- Functioning in the plural and multicultural atmosphere
- 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, Computer Science, BCA and B.VOC. (Information Technology)
- Internal complain committee, Anti-ragging committee, anti-sextual harassment committee are in place
- Funding from Govt of Assam and Central Govt (under Govt UGC, RUSA, DBT, MoE)

Few steps to mitigate the gaps

- Apply to university, Govt of Assam and other agencies to start new programme (BCom, integrated BEd, BVOC, PG)

- Apply to UGC for autonomy of the college

- Preparation of syllabus to start some contemporary subjects by faculty members or by hiring resource persons

- 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, integrated BEd and more BVOC, PG in all the subjects.
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, 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.
5. Provision of bridge courses for students of disadvantaged educationally backgrounds.

6. 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.

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, craftspersons etc., and research internship with other higher education institutions or research institutions.

11. Refine quality based education and student exchange programmes.

12. Providing counselling and mentoring system to all students.

13. Establishment of more Students Clubs to nurture the creativity and skills of the students and organise 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 upgradation of the campus infrastructure according to the changing needs and frequent maintenance of the same.

16. Providing 100% ICT enabled 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. Framing of Gender sensitisation action plan and its implementation.

20. Hostel facilities for the desired students.

21. Providing medical facilities for students.

22. Providing opportunities for participation in sports and cultural activities.

23. Endeavour to create systems and processes that are required to ensure students' physical health and emotional wellness.

24. Improving alumni engagement.

25. Apply for various grants to Central and State Govt.

26. Empowering the faculty to conduct innovative teaching, research and service.

27. Providing support to the faculty/staff for capacity building and promote leadership.

28. Develop a fully automated Management Information System.

29. Promote decentralized administrative mechanism with participation, flexibility and accountability.

30. 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.

31. Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library.

32. Providing a disabled-friendly college campus and introduction of disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement.

33. Fostering research culture in the institution, establishment of research centres and encourage 'Citizen research'.

34. Fostering greater engagement with the local community.

35. Establishment of Central Instrumentation Facility to encourage inter-departmental research by faculties and students.

36. 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.

37. Preparation of detailed Campus Safety guidelines and its circulation among all stakeholders.

38. Emphasis on environmentally sustainable campus by upholding the natural landscape and biodiversity.

39. Promote sustainable development through eco-friendly practices and implementation of the green protocol.

40. Set up of an International Students Office.

41. Introduction of Document management system.

42. 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.
- Compulsory 'Diagnostic test' for the beginners to evaluate the learning level and draw a comparison at the end of the course to map their progress.
- 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 universitie
- Abide by the guidelines for plagiarism prevention by introducing a plagiarism checker softwar
- 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.
- Establishment of facilities like guest house, playground, health club, medical Centre, convention centre, faculty hostel and campus radio centre.
- 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.
- Provision for hostel facility, specially for girl students

(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.
- 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, short term courses.
- Facilitates participation in online and Face-to-face training programme organised by UGC/IGNOU on leadership training.
- Establishment of Mahapurush Srimanta Sankardeva Study Center, Naranarayan Study Center and 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 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. Paucity of industry and entrepreneur in and around Dhubri district is a disadvantage factor for enhancing employability.

9. Lack of awareness about the use of IT facilities in teaching-learning reduces the potential capability of the teachers.

10. Maintenance of quality to attract the international learners.

11. 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	• 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	• Organising workshop/session to encourage and inspire the faculty by proper resource persons		√	
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	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	• 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	• 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	√		
Maintenance of quality to attract the international learners	• 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	• 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
- 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
- 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
• Offering new programmes like BCom, integrated BEd and more BVOC, PG in all the subjects.	• 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		√	
• Convert into a self-governing degree granting autonomous institute of higher education.	• Work towards for getting at least 'A' grade by NAAC • Apply to UGC for granting autonomy		√	
• Undertake courses (diploma/ certificate) on gender related issues	• Preparation of syllabus of the courses • Procurement of study materials	√		
• 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 teachers			
• 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.	• 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	√		
• Introduction of new pedagogy that supports student-centric learning.	• Organise faculty development programme • Organise in-house interaction session to discuss and share the idea and knowledge of the faculties	√		
• Creating online educational resources which students can use for independent learning	• Strengthening own Learning Management System • Continuation of subscription of n-list	√		
• Establishment of MoUs with industries for better industry-academia relationship	• Explore the industries available in local, regional and national level • Communicate them for information • Organise seminar/workshop and invite the resource persons from industry		√	
• Providing opportunities for internship with local industry, artists, craftspersons etc., and research internship with other higher education institutions or research institutions.	• 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	√		

	• Application for Financial grant from competent authority			
• Refine quality based education and student exchange programmes	• 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	√		
• Providing counselling and mentoring system to all students	• 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	√		
• Establishment of more Students Clubs to nurture the creativity and skills of the students and organise various activities under these clubs.	• 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	√		
• 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	• Apply to concerned authorities for infrastructure grant • Preparation and submission of proper plan and estimate along with DPR to the concerned authority • Budget allocation for proper maintenance of the unfractured			√

campuses.				√
• Regular upgradation of the campus infrastructure according to the changing needs and frequent maintenance of the same	• Infrastructure augmentation is related to the introduction of new programme/student support service • Apply to concerned authorities for infrastructure grant • Preparation and submission of proper plan and estimate along with DPR to the concerned authority			√
• Providing 100% ICT enabled classrooms for teaching-learning.	• Apply to concerned authorities for infrastructure grant • Budget allocation for augmentation of the same • Organing orientation programme for faculty on use of various tools of ICT in teaching-learning		√	
• Provision of financial assistance and scholarships for the students of socio-economically deprived group.	• Identify the students of socio-economically deprived group • Apply to concerned authorities for grants • Appeal to philanthropic person/groups for donation			
• Encourage start-up and entrepreneurship	• 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		√	
• Framing of Gender sensitisation action plan and its implementation	• Assign a committee to study the gap and prepare the gender sensitisation action plan • Organise related workshops/activities to aware the staff and students	√		
• Hostel facilities for the desired	• Assign a committee for need based study		√	

students	• Apply to concerned authorities for grants			
• Providing medical facilities for students	• Strengthening the health unit of the college • Establishing MoUs with Civil hospitals by providing registered medical practitioners	√		
• Providing opportunities for participation in sports and cultural activities	• Strengthening the sports and cultural committee • Establishment of Student clubs related to sports and culture • Procurement of callisthenics and construction of track field, flood light/light tower and gallery with shed • Strengthening cricket coaching center • Apply to concerned authorities for grants		√	
• Endeavour to create systems and processes that are required to ensure students' physical health and emotional wellness	• Incorporated Mentoring as an integral part of Academic Policy of the college • Assigned teacher-mentor to each student • Organised 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 equipments in gymnasium • Construction of separate gymnasium for girl students		√	
• Improving alumni engagement	• 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		√	

• Apply for various grants to Central and State Govt	• Assign committee to explore various scheme under Central and State Govt. • Preparation of proposal along with Concept paper/DPR			√
• Empowering the faculty to conduct innovative teaching, research and service	• Depute faculty to attend workshops, STCs, RCs • Organise training • Allocation of budget		√	
• Providing support to the faculty/staff for capacity building and promote leadership	• 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		√	
• Develop a fully automated Management Information System	• Assign committee to explore the areas of operation • Allocation of budget		√	
• Promote decentralized adminis-	• Formation of various committees with	√		

trative mechanism with participation, flexibility and accountability	faculty and staff to assign definite administrative tasks and responsibilities • 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			
• 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	• 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	√		
• Technological upgradation of the campus with centralized WiFi, ICT enabled classrooms, modernisation of computer labs and fully automated library	• 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			√
• Providing a disabled-friendly college campus and introduction of disabled-friendly initiatives like introducing mobile apps and QR codes to facilitate easy movement	• 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		√	

	• accessible by divyangjan • Inclusion of aforesaid mentioned facilities in the project proposal, send to concerned authorities • Designing and development of mobile apps for divyangjan		√	
• Fostering research culture in the institution and encourage 'Citizen research'	• 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		√	
• Fostering greater engagement with the local community	• 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		√	
• Establishment of Central Instrumentation Facility to encourage inter-departmental research by faculties and students	• Selection of list of instruments as per the research expertise of the faculty members and possible research areas • Apply to concerned authorities for grants			√
• 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	• Framing of questionaries 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.	evidences • On the basis of self appraisal, Annual Confidential Report of each faculty will be prepared by the Principal • Provision of incentivise the faculty with excellent work • Faculty not delivering on basic norms will be held accountable			
• Preparation of detailed Campus Safety guidelines and its circulation among all stakeholders	• 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		√	
• Emphasis on environmentally sustainable campus by upholding the natural landscape and biodiversity	• 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			√
• Promote sustainable development through eco-friendly practices and Implementation of the green protocol	• 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			
• Set up of an International Students Office	• To appoint one faculty member as coordinator for International Student	√		
• Introduction of Document management system	• Development of Online Document Management System (ODMS)	√		
• Undergo regular accreditation of the institution by the appropriate body	• Preparation and uploding information to concerned authorities like NAAC/NAC	√		

Concluding remark

B N College 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.