

INSTITUTIONAL DEVELOPMENT PLAN

2026 – 2040

(Aligned with National Education Policy 2020)

1. Institutional Journey and Foundation

Background

S.B. Deorah College, established in 1984, has grown steadily as a premier institution of higher education in Guwahati. The Perspective Plan adopted in 2017 provided a clear roadmap for development during 2017–2026. Many of the goals set in that plan have been achieved, creating a strong foundation for the next phase of growth from 2026 onwards.

Key Achievements (2017–2026)

The college has made significant progress in the last six years. Notable achievements include introduction of the Science stream, vertical expansion of the New Academic Building, third cycle of NAAC accreditations, ISO certification, upgradation to 14 smart classrooms, installation of a 25 kWp solar power plant, establishment of the Institution's Innovation Council (IIC) with 2-Star rating, increased research publications, strengthening of NSS and NCC, and signing of multiple MoUs for academic and extension activities.

2. Vision and Mission

Vision

The prime vision of the college is to transform the college into an excellent centre of learning. We intend to provide our students a congenial environment for learning and development of skills, required not simply for living and livelihood but also to face the challenges of a rapidly evolving society, and to make the students better human beings.

Mission

- To become one of the leading educational institutions of the region and to be a centre for the dissemination of knowledge and services to society through teaching, learning and extension activities.
- To provide state-of-the-art infrastructure for the all-around development of students.
- To create the foundation for developing leadership quality and professional skills among students.
- To encourage students to look beyond their curriculum and nurture their talents in various fields.
- To provide value-based education and to inculcate the principles of morality, devotion, duty and responsibility among the students.

3. Current Position: SWOC Analysis

Strengths

- Consistent academic performance and NAAC accreditation status.
- Favourable student-teacher ratio and a significant number of faculty members with Ph.D. qualifications.
- Improved teaching-learning infrastructure with 14 smart classrooms and automated library.
- Functioning Institution's Innovation Council and growing research output.
- Active extension activities through NSS and NCC.
- Existing linkages through MoUs and a functioning distance education study centre.
- Green campus initiatives and facilities for persons with disabilities.
- Supportive Governing Body and stable institutional leadership.

Weaknesses

- Limited physical space on the existing campus constraining further expansion.
- Absence of postgraduate programmes and dedicated research centres.
- Lack of a full-fledged pre-incubation and incubation facility.
- Research output needs further strengthening in funded projects and quality publications.
- Dependence on government grants for major infrastructure development.
- Limited hostel facilities for female students from remote areas.
- Boys' hostel and comprehensive sports facilities are yet to be developed.

Opportunities

- Strong possibility of attaining autonomous status in the near future.
- Growing demand for skill-based, vocational, and professional programmes.
- Scope for strengthening industry linkages, internships, and placements.
- Potential to develop postgraduate programmes and research centres after autonomy.
- Engage the alumni network to support institutional development through financial and non-financial contributions.

Challenges

- Resource constraints for rapid and large-scale infrastructure development.
- Difficulty in retaining qualified faculty in certain programmes.

- Socio-economic background of many students affecting retention in some cases.
- Adverse teacher-student ratio in certain subjects exceeding the 1:30 norm.
- Language barrier faced by non-native students in mentoring processes.
- Need to adapt to NEP 2020 requirements including Academic Bank of Credits.
- Building a sustainable culture of research, innovation, and entrepreneurship.
- Promoting employability in higher category jobs and ensuring placement opportunities for graduated students.

4. Strategic Direction

The Institutional Development Plan for 2026–2040 is built on the foundation laid during 2017–2026. The college aims to move from a phase of consolidation to a phase of expansion and qualitative transformation. Attaining autonomous status remains a key priority in the near term.

Core Strategic Priorities

Priority 1: Attain autonomous status in the near future to gain academic flexibility and introduce new programmes.

Priority 2: Strengthen academic programmes through better implementation of NEP 2020 and expansion of skill-based courses.

Priority 3: Develop research, innovation and faculty capacity through a structured ecosystem.

Priority 4: Expand and upgrade infrastructure in a phased manner.

Priority 5: Improve governance, transparency and quality culture with a strong role for IQAC.

5. Alignment with UGC Nine Enablers

As per the UGC Guidelines for Institutional Development Plans, the following nine enablers have been identified as critical parameters for institutional excellence. The college's plans under each enabler are outlined below.

5.1 Governance Enablers

The college has a duly constituted Governing Body with representation from the university, teaching staff, non-teaching staff, donor, and guardian members. The IQAC functions as the central quality assurance body. The institution has already obtained ISO certification and conducted Energy and Green Audits.

Short-term: Prepare systematically for autonomous status by strengthening governance structures, documentation systems, and quality assurance mechanisms. Develop Standard Operating Procedures for major processes.

Medium-term: On achieving autonomy, reconstitute the Board of Governors with external experts as per UGC norms. Strengthen the role of IQAC in institutional planning and monitoring.

Long-term: Further strengthen autonomous governance structures including Academic Council, Finance Committee, and Board of Studies while maintaining transparency and accountability.

5.2 Financial Enablers and Resource Generation

The college is a provincialized institution receiving salary from the Government of Assam. Additional revenue is generated through student fees, self-financed courses (BCA, BBA) and utilization of infrastructure. The college has previously received infrastructural grants from government schemes. Plans are in place to introduce PG programmes for Arts, Science and Commerce, which are expected to contribute to revenue generation.

Short-term: Explore RUSA, UGC, and State Government development grants for infrastructure and research, particularly in preparation for autonomy. Strengthen alumni engagement for endowments and development funds.

Medium-term: Develop consultancy and training programmes through the IIC and departments. Introduce PG programmes as an additional source of revenue. Optimize utilization of existing infrastructure for revenue generation.

Long-term: Create endowment funds and explore public-private partnerships for development of the institute. Diversify funding sources through self-financing courses, skill development programmes, and postgraduate courses.

5.3 Academic Enablers

The college currently offers undergraduate programmes in Arts, Science, and Commerce streams. NEP 2020 has been implemented with 4-year UG programmes. New professional programmes (BBA and BCA) were introduced from 2023-2024 session onwards. The Science stream was added in 2018-19 as part of the earlier Perspective Plan.

Short-term: Strengthen Outcome-Based Education with proper Course Outcome-Programme Outcome mapping. Expand skill-based and vocational certificate courses specially designed for students from socio-economically disadvantaged groups. Strengthen mentoring and counselling for slow learners through a calibrated mentoring system. Upgrade the college website to make it more interactive and user-friendly with single-window services. Prepare academic structures for autonomy.

Medium-term: After attaining autonomy, introduce postgraduate programmes in selected disciplines. Implement Academic Bank of Credits (ABC) and Multiple Entry-Exit system. Develop multidisciplinary and interdisciplinary course options. Encourage students to opt for courses available on the Swayam portal with

credit transfer facility. Strengthen the Equal Opportunity Cell to provide targeted support to students from socio-economically disadvantaged groups.

Long-term: Integrate Indian Knowledge System components across the curriculum. Develop quality course material in Indian languages. Introduce integrated UG+PG programmes in selected disciplines.

5.4 Research, Intellectual Property and Innovation Enablers

Twenty-five faculty members hold Ph.D. qualifications. Research output has increased in recent years with publications in Scopus indexed and UGC-CARE listed journals and books. One SERB research grant has been received. The Institution's Innovation Council (IIC) has received a 2-Star rating from the Ministry of Education.

Short-term: Strengthening Research & Development Cell with a Research Advisory Committee. Encourage faculty to apply for major and minor research projects from national funding agencies. Strengthen the existing IIC.

Medium-term: Establish a Pre-Incubation and Incubation Centre. Organize national seminars, workshops and FDPs on research methodology and IPR. Incorporate research component in the final year of undergraduate programmes.

Long-term: Target participation in Atal Ranking of Institutions on Innovation Achievements (ARIIA). Develop Centres of Excellence in thrust areas. Promote collaborative research with reputed institutions through MoUs.

5.5 Human Resources Management Enablers

The college has 60 sanctioned teaching posts, out of which 54 are currently filled. The college has plans to recruit new faculty members in the short term. The student-teacher ratio is approximately 19:1. Training of non-teaching staff in computer applications and Samarth ERP is identified as an immediate need.

Short-term: Recruit faculty members against the vacant sanctioned posts, especially in subjects with adverse teacher-student ratio. Provide training to non-teaching staff on computers and Samarth ERP. Encourage eligible faculty members to complete Ph.D. and qualify for UGC-NET/SET. Provide focused training for autonomy preparedness.

Medium-term: Organize regular FDPs, Refresher Courses and Short-Term Courses. Review and further strengthen the existing self-appraisal system to enhance transparency and ensure effective linkage with the Career Advancement Scheme. Continue training of non-teaching staff on e-governance tools.

Long-term: Build upon the existing practice of assigning faculty to institutional committees to further strengthen the faculty development and mentoring system and develop leadership qualities.

5.6 Networking and Collaboration Enablers

The college has signed various MoUs with other institutions and organizations, resulting in collaborative activities including faculty and student exchange, workshops, and field trips. The college also has linkages with KKHSOU and GU-CDOE for open and distance learning programmes.

Short-term: Review and strengthen existing MoUs. Sign new MoUs with industries, skill development organizations, and institutions for faculty and student exchange. Initiate tie-ups with industries and government bodies for internships and apprenticeships.

Medium-term: Promote faculty and student exchange programmes under MoUs. Develop industry-linked internship and placement opportunities. Collaborate with NGOs and government bodies for extension activities. Offer more skill enhancement courses focused on real-world skills and competency development.

Long-term: Explore collaborations with institutions in neighbouring countries for faculty and student exchange. Develop joint research projects and consultancy with reputed institutions.

5.7 Physical Enablers

The college is situated on a 1.1-acre campus with four multi-storied interconnected buildings. Major achievements under the earlier Perspective Plan include vertical expansion of the New Academic Building, installation of 14 interactive digital panels, 25 kWp solar power plant, upgraded library, new computer laboratory, gymnasium, boundary wall improvement, CCTV, and Wi-Fi facilities.

Short-term: Complete remaining upgradation of classrooms, laboratories, and support facilities required for autonomy. Upgrade all buildings by creating ramps, lifts, and special toilets to make the campus disabled-friendly. Improve facilities for persons with disabilities.

Medium-term: Undertake further vertical expansion if required. Upgrade auditorium, boys' common room and canteen. Develop rainwater harvesting and waste management systems. Begin planning to create new hostels for boys and girls along with sports facilities.

Long-term: Explore possibilities of developing boys' hostel, sports complex, and additional academic facilities, subject to the availability of additional land. Simultaneously, further improve physical accessibility and develop the existing campus as an environmentally sustainable green campus.

5.8 Digital Enablers

The college has implemented Samarth ERP for e-governance and has an additional online portal with many ERP features. The library is automated with SOUL 3.0 and provides access to N-LIST e-resources. There are 14 smart classrooms with interactive panels. The college has a dedicated student portal and uses LMS tools. Online admission, fee collection, and examination processes have been implemented.

Short-term: Make all classrooms ICT-enabled with interactive panels and recording facility. Strengthen the Institutional Repository and digital library services. Ensure robust digital systems for autonomy requirements.

Medium-term: Develop MOOCs content creation facility. Implement Academic Bank of Credits (ABC) and DigiLocker integration. Provide high-speed Wi-Fi access to students across the campus. Encourage students to take credit courses through the Swayam portal.

Long-term: Create a fully digital campus with robust cybersecurity, data privacy policies, and seamless student services through ERP and portal.

6. Leadership Development

The college recognizes the importance of developing leadership qualities among both faculty members and students for the long-term growth of the institution.

Faculty Leadership

Faculty members will be encouraged to assume leadership roles by actively participating in various institutional committees, cells, and academic bodies. To support this, the college will provide capacity-building opportunities through training programmes, workshops, and exposure visits. Additionally, senior faculty members will mentor junior colleagues to help develop leadership qualities across the institution.

Student Leadership

Efforts will continue to nurture student leadership through active participation in NSS, NCC, the Students' Union, and various co-curricular and extension activities. Students will be encouraged to take up responsibilities in organizing events, leading community outreach programmes, and representing the college in inter-college and university-level activities. Special training and orientation programmes will be organized from time to time to develop soft skills and leadership qualities among students. Adequate representation of female students and students from socio-economically disadvantaged groups in various leadership roles will be promoted.

7. Implementation and Monitoring

Phased Approach

The plan will be implemented in phases with clear priorities:

Short-term: Focus on autonomy preparedness, strengthening of governance and quality systems, recruitment of faculty against vacant posts, training of non-teaching staff, and completion of pending infrastructure requirements including making the campus disabled-friendly.

Medium-term: Consolidation after autonomy, introduction of postgraduate programmes, development of research and innovation ecosystem, and upgrading hostels and sports facilities.

Long-term: Further expansion, strengthening of postgraduate and research programmes, and positioning the college as a leading institution in the region.

Monitoring Mechanism

The IQAC will be responsible for coordinating and monitoring the implementation of this plan. Annual action plans will be prepared and reviewed periodically. Progress will be reported to the Governing Body. Mid-term reviews will be conducted to assess progress and make necessary adjustments.

Key Indicators of Progress

- Attainment of autonomous status
- Improvement in NAAC accreditation grade
- Introduction of new academic programmes including PG courses
- Increase in research output and funded projects
- Improvement in student progression, placement, and reduction in dropout rate among socio-economically disadvantaged students

This Institutional Development Plan is conceived as a dynamic document and will be reviewed and suitably updated after the college attains autonomous status to align with the new academic and administrative framework.

8. Conclusion

S.B. Deorah College has made steady progress over the years. The achievements under the Perspective Plan (2017–2026) have created a solid foundation. The Institutional Development Plan for 2026–2040 is a continuation of that journey, with a clear focus on qualitative transformation and attainment of autonomous status in the near future.

By systematically strengthening the nine enablers outlined in the UGC Guidelines and aligning all initiatives with the National Education Policy 2020, the college is committed to providing quality, affordable, and holistic higher education to the youth of the region. The successful implementation of this plan will require the collective effort of the management, faculty, staff, students, alumni, and all well-wishers of the institution.



Dr. Dharmendra Nath
Principal
S.B. Deorah College, Guwahati