

INSTITUTIONAL DEVELOPMENT PLAN



Submitted by

**Handique Girls' College
Panbazar, Guwahati
Assam**

Submitted to

The Director of Higher Education, Assam

2023

INSTITUTIONAL DEVELOPMENT PLAN [IDP]**A****15-year perspective plan [2023 - 2038]**

[IDP is a documentary framework through which higher Educational Institutions can develop their own indicators, fix their achievable targets, prioritise their actions, assess their financial needs and overcome their constraints towards implementation of NEP-2020]

General Profile of the College :

1. Name of the college : **Handique Girls' College**
2. Address : Panbazar, Guwahati - 781001, Assam
3. Contact details : Phone No. : 0361- 2970214
Email id : hgcollege75@gmail.com
4. Website : www.hgcollege.edu.in
5. Year of Establishment : 1939
6. Area : Academic campus : 5775.35 sq m
Hostel campus : 2384.01 sq m
7. Institutional Status : Provincialized
8. NAAC Accreditation : B grade (CGPA: 2.47) (3rd cycle, 2021)
9. Awards/ recognitions : CPE (2006)
10. Total number of Departments : 20
11. Courses offered : UG (BA Hons, BSc Hons, BCA)
PG (Assamese, Botany, Chemistry, Zoology, PGDCA)
12. No. of sanctioned post : Teaching : 92 (including Principal & Librarian)
Non-teaching : 32
13. Non sanctioned/ contractual/ : Teaching : UG - 24; PG - 09
part time/ full-time posts Non-teaching : 40 (including 10 hostel workers)

Handique Girls' College, Guwahati

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

Handique Girls' College is a single gender (i.e. women's) institute. The challenge today is to create a future-ready institute to take care of our upcoming generations.

The thrust areas in which we need to give special attention to are -

- (i) To bring governance reforms.
- (ii) Enhancing 'Access' and 'Equity.'
- (iii) Ensuring best teaching-learning processes at par with the global scenario.
- (iv) Promoting innovation and research.
- (v) Planning to increase employability and entrepreneurship.

A good Governance Model involves planning for bringing excellence in higher education through professional management. It includes transparency, equity, accountability, and inclusiveness. There will be focus on strategic formulation of plans and policies on the basis of autonomy, accountability, flexibility, effective communication, trust, and transparency at different levels.

The college will plan for a Human Resource Management Department, which will take care of the human resources- both academic and administrative. This department will be responsible for academic planning, recruitment methodologies, skill development and training of staff, personal and professional counselling and need-based re-employment after superannuation of existing staff.

An effective Grievance Redressal Cell will address the problems of students and employees in the areas of safety, security, facilities etc., so that quality and effective teaching, application-based research and learning can be focussed upon without any distractions.

Emphasis will be given for e-governance programmes and development of an Enterprise Resource Planning (**ERP**) to provide a smooth flow of information on national and international importance, between the administration and the students, staff and public so as to enhance the speed and quality of internal functioning as well as to provide a user-friendly access to outsiders.

Maximum effort will be given for extensive use of ICT enabled tools to improve productivity, efficiency and satisfaction, to help reduce movement of paper, to reduce delays in providing information, to ensure cost savings as well as environmental conservation.

Handique Girls' College, Guwahati

There will be an approach to plan and work together with the neighbouring institutions so that access, equity and quality can be properly sustained and enhanced.

Considering the fact that "*human brain has a self-organised learning system and every student learns in a different way*", curriculum will be prepared accordingly and with the vision of NEP 2020 in mind, as and when autonomy is attained.

Teachers will be trained to facilitate each student to have their own style of learning thereby creating learning opportunities for the students in the subject areas of interest with clear goals and outcomes.

Emphasis will be given to introduce Vocational Education and Training (VET) in the graduate level for the students to encourage them for entrepreneurship activities and to promote innovation in local skills and traditions.

There will be a plan to produce future-ready technology enabled skilled graduates, as far as possible, with a good value system, who can contribute to the social, cultural and economic development of the state and the nation.

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

The National Education Policy 2020 envisions a nation-centric education system that contributes directly to transforming our nation sustainably into an equitable, vibrant and knowledge-based society by providing high-quality education to all the citizens.

The college will plan to transform itself as a human-resource production centre, who can contribute to a sustainable, equitable and vibrant knowledge society by providing high-quality education, and thereby making India a global knowledge superpower.

The strategic plans for next 15 years of the institute will reflect the following agenda, keeping in mind to develop it as a leading higher educational institute in the country for women:

- The curriculum and pedagogy of our institution will develop among the students a deep sense of respect towards the Fundamental Duties and constitutional values of the country.
- Curriculum will be prepared for -

Handique Girls' College, Guwahati

- stepwise systematic development of emotion for bonding as one-nation, and a conscious awareness of one's roles and responsibilities in a changing the society, so that the nation can project itself as a leader in the world.
- spirit, intellect, and deeds, as well as to develop knowledge, skills, values, and dispositions that support responsible commitment to human rights, sustainable development and living and global well-being, thereby reflecting a truly global citizen.
- structured curriculum to develop scientific temperament to contribute a developing society and the nation.
- identification and globalisation local traditional best practices in more scientific way.
- global scientific know-how to apply in the local context.
- Gradual planned development of the laboratories with best possible facilities.
- A holistic and multidisciplinary curriculum will be developed, aiming to enhance all capacities of human beings -intellectual, aesthetic, social, physical, emotional, and moral in an integrated manner. The curriculum will emphasise upon creating multitalented, gender-sensitized women possessing capacities in fields across the streams of humanities, languages, sciences, professional and vocational courses, performing arts and physical education.
- More emphasis will be given for development of a curriculum to give holistic education on soft skills, such as communication, discussion, debate and rigorous specialization in a chosen field / fields of all undergraduate and vocational programmes, so that the students can excel and compete with others in the society in the future.
- The college will be equipped with all the basic infrastructure and facilities, including clean drinking water, clean working toilets, ICT enabled class rooms, libraries, state of the art laboratories and pleasant classroom spaces, campuses and canteen and cafeteria facilities, physical and performing art trainings. More emphasis will be given on technology enabled campus for joyful and better learning experiences. While focussing on all these, special care will be taken to create a conducive environment for the differently-abled persons.

Handique Girls' College, Guwahati

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

MISSION AND VISION

- The mission of Handique Girls' College is to empower women through quality education, research, and leadership development. This is for enrichment of the society through creation of a holistic educational ecosystem.
- The vision of the college is to maintain and enhance its present status as a leading women's college that promotes academic excellence, innovation, and societal progress. This is to contribute towards creation of a tolerant, equitable, enlightened and humane society.
- The college aspires continuing to contribute to the transformation of society by being socially conscious and responsible. This is in order to foster a vibrant atmosphere conducive to the all-round development of students; also to undertake capacity building initiatives, to encourage every student to strive for the fulfilment of their potentialities by ensuring active and equal participation of women in the process of decision-making in all spheres of life.
- To facilitate leadership among the students enabling them to be genuinely other-centred, proactively enthusiastic, and socially motivated towards personal, group and social liberation.
- Handique Girls' College promotes a climate for human and academic excellence with openness to learning, research and development of professional skills so that the empowerment of persons and transformation of the society will be advanced. With these the ultimate goal and objective is to nurture a lifelong association in learning and ensure empowerment through education.

Goals and Priorities:

- In order to realize the mission and vision, the college has set out certain priorities to be achieved as its core values. It stands for respect for learning where knowledge is considered to be the highest achievement of the college fraternity. It is not only engaging in the process of learning but also to instil a sense of respect to the environment of knowledge creation and dissemination.

Handique Girls' College, Guwahati

- Achieving gender equality in and outside the campus and bringing inclusivity along with respecting diversity are other two priorities that are set out as guiding values of the institution.
- In order to work on the above three goals and priorities, it is required that integrity of thought and action is maintained in the working environment of the college. Hence planning and action in Handique Girls' College are carried out with all integrity and uprightness.
- The college offers a suitable space to the young women who have individual dreams and aspirations to excel in multiple areas of life with a sense of social responsibility and commitment. The institution has been striving hard in its eight decades long journey in the field of higher education towards the realization of their individual, familial and societal dreams and expectations. The college offers the environment for learning as well as for celebrating cultural pluralities with students from diverse ethnicities, cultures and regions in the country.

Strength and Opportunities

- Being a single gendered (i.e. women) institution has been an advantage for Handique Girls' College. It has not only given the opportunity to the institution from being the torchbearer of women education in North Eastern part of India; but also has made it possible to prove that women are no less in any aspect if given proper choices, opportunities and guidance. The students of Handique Girls' College have been able to break away from gender stereotypes as well as many gendered glass ceilings and make positive contribution in making a truly egalitarian society
- The legacy of the founder Principal of Handique Girls' College, Smt. Rajabala Das who envisioned for equal society through women education in times when education for women was considered a taboo, has inspired the college to strive for more contribution to overall societal development. This we believe can only happen when critical thinking, scientific rigor and leadership spirit are instilled in the young minds of the college. So the heritage of contributing to larger interest of the society has been a positive strength in making the college and its ethos relevant and flourishing.
- Consistency in academic excellence along with its teaching-learning environment can be considered another strength for Handique Girls' College. The academic performance of the students' of the college is consistently good and it has been improving with regard to introducing fresh ways of learning and also inculcating research aptitude among the students. In response to the needs and challenges of the changing times, a variety of

Handique Girls' College, Guwahati

add-on programs and practices have been incorporated into the academic courses for an all-inclusive development of the career of the students. In conjunction with the regular undergraduate programs in the Arts and the Science streams, the College offers career oriented programs, certificate course in Women Studies, Student Mentoring Programs etc. It is a fact that the evolving global environment is making teaching-learning a challenging activity, but the college strives to mould the personalities of the students in the formative period of their lives. The students are also entrusted with the responsibility of sharing their intellectual resources with their immediate social environment and the world at large.

Commitments

- In order to realize the goals and priorities of the institution, there are certain commitments that the college stands for. One of its foremost commitments is to transform Handique Girls' College into a leading Women's University in India, provide quality education to women from varied backgrounds and equip them to become global leaders and facilitators of change. As plans for upgradation of the college to University has already been announced by the Government of Assam, we appreciate this move as it will provide the scope for the college to contribute more to the societal progression.
- Another commitment is to attract and admit students from different backgrounds with outstanding academic potential. To maintain and enhance its intellectual strength, the institution has been admitting and supporting students of outstanding potential at all levels, whatever their background be. To achieve this, there is a need to strengthen and expand outreach activities, based on rigorous evaluation of their effectiveness. There is also the need to further strengthen prevailing system of merit cum means financial support packages to ensure that they are targeted in the most effective way.
- To offer an excellent academic experience for all our students and ensure that we fully equip graduates to excel in whatever they choose to do is another utmost important commitment that the college fraternity stands for. The tutorial system, mentoring sessions and bridge courses are at the heart of Handique Girls' College's distinctive approach to undergraduate teaching, and will ensure that such ongoing support continues to underpin our approach when we prepare ourselves to gear up for the changes and continue brought in by National Education Policy 2020. We will ensure that teaching and assessment provide an equal opportunity for all students to achieve and demonstrate their full academic potential. We will provide opportunities, through

Handique Girls' College, Guwahati

and outside the curriculum and add on courses for our students to develop the personal and transferable skills to succeed in this competitive environment.

- The college is committed to innovation and research along with excellence in teaching. We will continue to encourage the development of new and innovative courses and fields of study to ensure that our portfolio reflects advances in knowledge and meets the needs of today's students. The research aptitude of the students even before being focused by NEP 2020, has been a trademark of the college. There are annually college funded teachers' led students' projects that are being carried out for more than a decade now. With the further focus on research for undergraduate students in NEP as well as in the upgradation of the college to university, this research culture of the college will be further strengthened.

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

Handique Girls' College is a provincialized college under the Government of Assam with 20 (twenty) teaching departments offering courses in the stream of Arts and Sciences. Four of these Departments also offer postgraduate courses. The institute is also recognised by the UGC under section 2(f) and 12(B). At present, there are around 2500 students enrolled in the programs of study that are there in the College. Research activities with faculty members involved in funded projects and supervision of Ph.D. students is a part of the academic activity in the College, as is undergraduate research. The College also has an enviable track record in extra-and co-curricular activities, which it supports in keeping with its articulated mission of providing a 'holistic education for women.

At a stage when few departments are successfully running postgraduate courses and many departments are gearing up for the same with full potential and overwhelming demand, there is no reason that such a growing institution should be restricted to only nurturing graduate level students. Such a move is nothing but restricting it from realizing its full potential and merit. With initiatives for the implementation of the NEP 2020 gaining momentum, essentially, the institution would offer undergraduate and postgraduate programs of study, and focus on research for knowledge creation and public good. It is a public-funded institution with a mandate for internal resource generation. The college generates funds from students' admission

Handique Girls' College, Guwahati

fees, self-financed courses and rent earned from different competitive examinations held from time to time.

The college plans to address the current industry needs and initiate formal channels for industry participation through models and practices of vocational education set up by agencies like NCIVE (National Committee for the Integration of Vocational Education). In this regard, it also plans to formally associate with distinguished experts from various fields and encourage them to participate in experiential learning, research, training, skilling and to be mentors to the trainees of these vocational courses. It plans to set up incubation centres in partnership with industries which will strive towards “no hard separation” between the vocational and academic streams.

The college will introduce collaborative programmes with international and national educational institutions and industrial establishments. Collaboration with industry will focus upon facilitating the students for better industrial exposure and thereby make them employable in industrial sectors. Taking the strengths of the college and the proposals made by NEP 2020 in order to mitigate the gaps, the college will go for the introduction of self-financing courses, internship programmes through MoU with industries and other institutions, faculty exchange programme to fill up the gap of non-availability of teaching faculty as and where necessary. More human resources will be needed in the coming days for the better implementation of institutional policies and strategies in line with NEP 2020 which may widen the gap between the organisation's available resources and its requirements.

Immediate requirements regarding human resource

1. Strengthening of the teaching departments with adequate manpower (Teaching and Non-teaching) in the line of NEP 2020. All vacant posts of teaching and non-teaching staff must be filled up by 2024.
2. Regularisation of the services of all faculty members working in the three non-provincialized departments- Microbiology, Psychology and Computer Science.
3. Regularisation of the services of non-teaching staff working in non-sanctioned posts.
4. Strengthening the present administrative set up of the office by recruiting human resources in different capacities.

Handique Girls' College, Guwahati

Collaboration with Institutions

The institute envisages to tie up with Universities and institutes through MOUs to mitigate organizational gaps. The thrust areas would include:

- a) Research collaboration under which our faculties will carry out collaborative research and the outcome of such research will be published as joint ventures.
- b) Student, technology and faculty exchange schemes under which we shall enter into MOUs with Universities for students' exchange programmes. Faculty exchange will also be a part of such understandings.
- c) Technology exchange, particularly access to their high-tech labs for free of cost testing and experiments by our students and faculty will also be a core part of these initiatives.
- d) Seminars, Conferences, Workshops, Symposium training programmes will be held at regular intervals in collaboration with the Universities and Institutes.
- e) Running of course module for foreign Universities will also be taken into consideration under this agenda.

Industry-Academia Interface (to mitigate gaps)

The Institute will focus upon industry academia collaboration and try to rope in best industries through MOUs. The following will be our probable first initiatives:

- a) In our collaboration with industries space for product display centres will be offered in the campus.
- b) In the field of research and innovations industries will be approached to set up world class labs within the campus.
- c) Opportunities will be offered to dynamic workers of the industries with a considerable period of work experience to enrol for higher academic degrees like Masters and Ph.D. programmes.
- d) Issues like campus infrastructure development, internship to the students by the industry will also be part of the tie-ups with the leading industries.

Handique Girls' College, Guwahati

- e) Opportunity for the students to work in the Industrial Problem Solution Centres will also be negotiated with the industrial heads under such collaborative efforts.

Step 5 – Identify institutional goals – Short Term and Long Term

Short Term:

- Preparing the road map for curricular reforms in a phased manner, focusing on multidisciplinary and holistic education.
- Focusing on key aspects of NEP with regard to four years' curriculum of each programme of study and their outcome.
- Increase in intake capacity in the existing departments having adequate infrastructure.
- Ensuring maximum use of online education platforms such as SWAYAM by students.
- Undertaking capacity building initiatives by inculcating the potentials of the teacher and the students.
- Introduction of skill-based add-on courses to increase employability potential in UG and professional programmes.
- Starting new PG programmes and ensuring increase in enrolments of the existing PG departments.
- Conducting specially designed training programmes for administrative staff and faculty members to enhance their administrative abilities.
- Encouraging participation of faculty members in seminars, conferences and workshops in order to be apprised of current developments in various research areas.
- Completing e-governance initiatives in internal examination process, office and students' support etc.

Long term

- Developing the institute as a state-of-the-art organisation of the region in terms of academic and research activities with the help of Government and public sector organisations.
- Widening the research horizon by extension and renovation of laboratories and library.
- Enhancing research and consultancy activities of the institution by enhancing interaction with industry and establishing incubation centres and technology development centres.

Handique Girls' College, Guwahati

- Promotion of Indian knowledge systems, preservation of indigenous cultural practices as envisioned in NEP 2020.
- Evolving a “Traditional Knowledge and Innovative Centre” which would work at the grassroot level to sustain, nurture and protect the indigenous knowledge systems.
- Achieving a green and sustainable campus environment by encouraging energy conservation and using green energy in order to reduce the college’s carbon footprint as far as possible.

Step 6: Identify institutional level challenges- Long term and Short term.

Long term challenges

- Develop required infrastructure within the limited space.
- Create an environment for research in the field of indigenous knowledge systems as envisioned in NEP 2020.
- Creation of a fully digitalized campus
- Augmenting fund generation and mobilization in the journey towards self-sustainability.

Short term challenges

- Reduce the digital divide among students to ensure maximum participation in online educational platforms.
- Encourage students to pursue their innate talents alongside academic pursuits.
- Orient students towards a more research-based learning.
- Ensure active engagement of alumni in the overall development of the college.

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

- Every possible measure would be tried to develop the infrastructural requirements of the college. Due to constraints in horizontal expansion, vertical construction would be aimed at in the coming years.
- Scientific studies on the knowledge systems of the indigenous people would be initiated with a view to preparing the ground for research promotion of their knowledge system.

Handique Girls' College, Guwahati

- Efforts for a digital campus has already been initiated by the college. In the coming days such efforts would be given more importance to meet the demands of the emerging situations.
- Fund crunch would be mitigated through introduction of self-financing, professional (and market-oriented) courses. Concerned government authorities like UGC, RUSA too would be approached for more grants. Securing more research grants from DBT and other sanctioning authorities too would lead to an enhanced fund generation and mobilization.
- Digital divide would be narrowed down by facilitating students from economically weaker sections of the society in the campus itself. Arrangements would be made to encourage them to make an optimal use of the available digital provisions for their betterment.
- Demonstrations, orientations, lectures and other similar events would be organized from time to time to give students a better exposure to showcase their extra-curricular talents and thereby make them realise that alongside academic excellence these activities too are highly relevant in life.
- Students enrolled in the college, irrespective of their discipline, would be trained to inculcate an inquiry-based learning habit which will make them more inquisitive in nature. This would also lead to fuelling of their experimental and analytical skills.
- Events would be organized purposely to stimulate the interests of the Alumni in the college affairs and leverage their contacts to support college administration, faculty and students in their endeavours. Their involvement and contribution would be secured in ensuring continuous quality improvement in the teaching-learning process. They would be given a platform for sharing personal experiences with students on diverse aspects of academic and social life. A separate webpage for alumni would be created to encourage online membership and association.

Step 8: Develop strategy to promote leadership:

For proper implementation of the provisions of NEP, leadership in the Institute is very important. Without efficient and ethical leadership, the journey towards an independent and self-governed Institution of higher education will not be an easy task. Again, for any higher education institute, facing the challenges in progressing towards multidisciplinary in conformity with NEP 2020 will be impossible without an effective and foresighted leadership to guide the

Handique Girls' College, Guwahati

Institute. In the light of these concerns, the Handique Girls' College will always strive its best for the generation and promotion of leadership qualities among its incumbents. Our future strategies to promote leadership would be as follows:

- a) Identification of faculty members having potential leadership and management qualities.
- b) Incentivized recognition of excellent accomplishment in the fields of academics and management activities will be initiated to encourage the faculty members to hone their leadership skills.
- c) Organization of programs on leadership training.
- d) Conduction of workshops on consistent professional development.
- e) Offering appropriate space and exposure to young faculties to lead the different Committees and Cells of the institution.
- f) Nominations or election of young faculty members in important decision making bodies, like Governing Body, with a view to encouraging them to learn and pursue leadership roles.

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

The main reason for the growing attention to transparency of higher education institutions are the state/national rankings which help to shape the organization's reputation and stimulate competition. Thus, the reputation of the college plays a huge role in their ranking positions. An adequate transparency policy also has a positive impact on the reputation of educational institutions. Besides, it helps to reduce the number of conflict situations between students and faculty members by creating a quick and effective resolution mechanism, as well as promoting a culture of righteous and more honest behaviour within the college walls. This, in turn, increases the number of respondents who will attribute such an institution to be among the best.

The best channel for transmitting such information is the college website. The volume and quality of the website content allows its visitors to make appropriate assumptions and conclusions about the competence of the college itself, the following input in the website will ensure 'transparency' in governance.

- a) State the Vision and Mission of the college.

Handique Girls' College, Guwahati

- b) Availability of the Institutional Strategic Plan and its effective implementation and monitoring.
- c) Governing body, administrative setup, functions of various bodies, service rules, procedures, recruitment, and promotional policies.
- d) Decentralization in working and grievance redressal mechanism.
- e) Delegation of financial powers to head of the departments and conveners of different committees.
- f) Transparency and availability of correct/unambiguous information in public domain.
- g) Budget Allocation, utilization, and public accounting at institute level.

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

Within 2025

1. Upgrading the college as a unitary teaching-intensive university for women.
2. All departments will start add-on course, focussing on potential and relevant domains of the State and NE India.
3. The departments will focus more on integrating the crosscutting issues which are relevant to professional ethics, values, gender sensitization and environmental sustainability.
4. Each department will try to cover 5 to 10 percent of the syllabus through field, project work, case studies to emphasise more on research based learning.
5. Development of Handique Girls' College Traditional Knowledge and Innovation Centre as envisioned in NEP 2020.
6. Initiative to recruit regular teaching and non-teaching staff in all the departments as per requirements.
7. Initiative for regularisation of the posts of all teaching and non-teaching staff of Computer Science, Microbiology and Psychology departments.
8. Construction of two new academic buildings as proposed in the master plan.
9. Renovation of existing laboratories, classrooms, creation of laboratory classrooms.
10. Renovation and extension of the hostel buildings to accommodate more boarders.
11. Starting post graduate courses in the existing under graduate departments.

PROPOSED ROADMAP BEYOND 2025 to 2038

1. MOU/ Agreement with some central university for academic & non-academic support as mentor university for 5 years to give a thrust and direction of our growth as a college of excellence.
2. Starting of new academic departments - Biosciences, Biophysics, Wild life & Biodiversity Conservation, Skill Development & Entrepreneurship, Rural Development, Tourism, Women's Studies, Indian Traditional Knowledge(ITK), Nutrition, Sports & Physical Education Liberal Arts etc.
3. Introducing vocational/diploma/certificate courses.
4. Setting up a Teaching Learning Centre (TLC), which shall focus on curriculum and pedagogical development.
5. Adoption of nearby villages/areas for socio-economic and academic upliftment as well as to give nutritional support by collaborating with respective govt. departments to the child's below 15 years of age.
6. Setting up a model school for girls in conformity with NEP 2020.
7. To take necessary measures for expansion of the present college campus to accommodate separate academic blocks with different departments, auditorium, indoor stadium and playground.
8. Setting up of Model Biodiversity Conservation Centre, Aquaculture Centre, Cattle farming, Medicinal Plant Garden, Agro-based Entrepreneurship Centre, etc.

N.B. This IDP is subject to modifications as and when required in future.
