

Strategic Planning and Deployment Document (2021-2026)



**Prepared by
IQAC
B. H. College, Howly**



Message

Noble thoughts may take time to conceive but little time to deliver. In no time, the intense desire and untiring efforts of founding fathers lit the light of B.H. College initially only with Arts faculty in the year 1966. The selfless devotion & sacrifice of the local people have graduated this institution into a famous college in Assam and now it is standing with glory as their cherished offspring. The opening of the Commerce Stream in 1973 and subsequently Science Stream (H.S.) in 1988, Science Stream (UG) in 1996 and post-graduation in Commerce in 1990, and PG in Assamese and Education in 2018 enabled this institution to emerge as the only full-fledged three faculty institution in Lower Assam under Gauhati University.

The Strength of this institution lies in its academic achievements and healthy environment. A rural college, essentially catering to the academic needs of local youth coming from families of cultivators and poverty-stricken multitude, requires a very soft-careful managerial acumen in its build-up process. To aide this process a **‘Strategic Planning & Deployment Document’** has been prepared under the leadership of the IQAC, and support from the HoD’s, faculty members and not-teaching staff with utmost care.

With great enthusiasm I congratulate IQAC, HoD’s, faculty members and not-teaching staff and wish them all the best for this endeavor.



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**Principal
B.H. College, Howly**

Preface

A strategic plan is essential for any organization to not only accomplish its Vision and Missions but to assess itself while trying to accomplish it. Therefore the Strategic Planning and Deployment Document has been prepared based on the assessment of the institutions present shortcomings, potentials, opportunities as well as with a framework for analyzing its performance while trying to achieve its Vision and Missions with a set of long term & short term goals and objectives.

The conception of this document has been a culmination of inputs and suggestions from all the stakeholders. As such, this document reflects upon the realistic expectations of external environment as much as it is of the internal. The implementation process and assessment of the same shall be done by scrutiny of accomplishment of goals within the timeframe. This shall provide for a framework for realization of the institutions true potential and reach academic excellence.

Vision

To evolve into a Centre of Academic Excellence, providing multi-disciplinary, multi-faceted academic and professional education to the rural and semi-urban populace equipping them with knowledge, skills and competency to thrive in modern dynamic world and contribute towards the uplift of the society.

Mission

- To provide learners with the best education in conjunction with leadership and professional skills.
- To mitigate social taboos and stereotypes by transcending towards liberal attitudes, morals and values.
- To promote self-sufficiency through professional courses and develop entrepreneurs.
- To inculcate a sense of responsibility towards environment, society and nation in order to become a responsible citizen.

SWOC Analysis

Strengths

1. Good track record of academic performances over the years of the institutions' existence.
2. Multi-disciplinary programmes offered by the institution with large intake capacity to cater to ever increasing demand for higher education.
3. Resourceful faculty members with Ph.D. Degree and research experiences.
4. Beyond the syllabus curriculum to make the students ready for the present global scenario
5. Good location with good connectivity through public transport.
6. Sufficient infrastructure with ample land for further development of the institutional campus.
7. A large Central Library and Departmental Library with a large collection of academic and other books/magazines/journals/e-resources
8. Post Graduation courses in Commerce, Education and Assamese.
9. Focus on building entrepreneurship development and self-employment harnessing local resources and through institutional initiatives.
10. A large pool of Alumni well placed in various fields from grassroots level to highest echelons.
11. A robust environment for extension activities.
12. Hostel accommodation for the students coming from far distant places.

Weaknesses

1. Shortage of teachers in certain departments, especially considering the teacher-student ratio.
2. Non-availability of institutional transport facility.
3. Procedural delay in the filling up of the vacant posts.
4. Non-realization of potential revenue generation avenues.
5. Lack of in-campus residential facilities for teaching and non-teaching staff.
6. Absence of Post-Graduation courses in Science and limited PG courses in Arts.
7. Lack of generation of patentable research.
8. Pressure of administrative and procedural repetitive work on teaching staff due to shortage of trained non-teaching staff.
9. Insufficient hostel intake capacity.
10. Not having skill-based vocational courses.
11. Not having campus recruitment facilities.

Opportunities

1. Scope for opening of more PG courses under various departments due to high enrolment in UG courses and demand from them.
2. Scope for initiating more revenue generating activities within the campus due to large area of the campus.
3. Collaboration with International and National Institutes of repute and other recognitions for shared benefits.
4. Faculty – student exchange program with reputed National & Foreign Universities.
5. Focus on Research activities & collaboration with institutes and industries.
6. Involving more faculty members in research oriented programs.
7. Scope for rural entrepreneurship development which are dependent on the locally available resources.
8. Opening of new programmes which are skill-based and job-oriented.

Challenges

1. Ever increasing enrollment might result in shortage of classrooms and create more disparity in teacher-student ratio.
2. Students are more comfortable with vernacular languages and hence it is a daunting task to inhibit them to be accustomed to Hindi and English languages. More often than not brilliant thoughts are lost in translation.
3. Glaring gap in the industry standards of skills required and inadequacy of the curriculum to fulfill it. Due to the adherence to the curriculum set by the affiliating university we are relegated to an innocent bystander.
4. Keeping pace with continuous up-gradation of technological advancement.
5. Lack of motivation of faculty for New Product Development/Research/ R&D/ Innovation etc partly due to burden of additional administrative duties and partly due to promotion delay in the part of government.

Strategic Goals

Guided by the Vision and Mission, based on the SWOC analysis, inputs from all the stakeholders the following strategic goals were framed.

Institution Strategic Goals:

1. Seamless assimilation of ICT tools in conventional teaching method for effective and efficient teaching-learning experience.
2. Enhancing participative management and grooming newly recruited workforce.
3. Attempting inculcate democratic idealism among the learners
4. Ensuring a continuous and effective Internal Quality Assurance System
5. Enhancing good corporate governance
6. Augment student's development and participation
7. Enhance staff development & welfare
8. Improving financial management
9. Develop Institute – Industry & Institute-Institute interaction and partnership
10. Promotion of entrepreneurship
11. Introduction of more and more skilled based relevant courses.
12. Facilitating research and development work
13. Continuous afford to make the campus green and clean.
14. Explore more sources of internal revenue generation
15. Increasing Alumni Interaction and participation and Outreach activities
16. Increase the number of Community Services and Activities
17. Development and proper maintenance of physical infrastructure

Strategic Planning (2021-2026)

Teaching learning process	<ul style="list-style-type: none"> • Academic planning and preparation of Academic Calendar • Development of teaching plan as per OBE • Preparation of Lesson Plan based on CO & PO mapping • Use of more teaching aids and adopt more ICT • Development of e- learning resources • Promote research culture & facilities • Provide mentoring and personal support • Follow a transparent and fair feedback system • Conduct training based on need analysis • Evaluation parameters and benchmarking • Continuous assessment to measure outcomes • Performance development through credit system • Introduction of innovative teaching learning methods. • Introduction of internship program. • Introduction of new skill-based certificate courses.
Leadership and participative management	<ul style="list-style-type: none"> • To follow reporting structure • Decentralize the academic, administration and student related authorities & responsibilities • Prescribe duties, responsibilities and accountability • Portfolio assignments • Establishment of functional committees
Internal Quality Assurance System	<ul style="list-style-type: none"> • Framing of Quality Policy & publishing regularly • Formation of Quality Monitoring Committee & functioning • Educating & Training of all employees • Periodic check & guidance for quality improvement • Establishment of audit team and process • Audit for remedial measures • Promoting best practices • Annual report preparation & submission

Good governance	<ul style="list-style-type: none"> • Making all afford to realize institutional vision and mission goals • Inclusion of industrialists & academicians in the GB • Evaluation of Institute’s performance and benchmarking • Institutional strategic goals setting • Institutional Strategic development plan • Monitoring and Implementing the Quality Management Systems • Following organization structure • Smooth Working of statutory committees • Establishing E governance • Leadership development through decentralization • Establishing internal audit committee • Code of conduct and policy formulation, approval and implementation • Establishing fair and transparent performance appraisal system
Student’s development and participation	<ul style="list-style-type: none"> • Budget allocation for student development programmes and activities • Students Trainings & Placement Activities • Formation of student council • Student’s representation in various committee and cell • Participation in competitions • Organizing competitions • Credit transfer & compensation • Rewards & recognitions of achievers • Participation in extracurricular activities • Participating in social and welfare activities
Staff development & welfare	<ul style="list-style-type: none"> • Recruitment Policy formation & implementation • Staff performance evaluation system • Staff Training for quality improvement • Best possible work facilities & infrastructure facilities • Code of conduct, service rules & leave rules • Staff welfare policy implementation • Career advancement schemes • Rewards, recognitions and incentives • Deputation for seminars, conferences and workshops etc. • Sponsorship/ Motivation for qualification improvement • Support for research, consultancy, innovations

Financial management	<ul style="list-style-type: none"> • Framing & implementation of Purchase and Financial policies • Department wise Budget planning and allocation • Forecasting income & expenditure • Effective functioning of purchase committee • Plans for Emergency Fund • Budget formulation & approval through Finance Committee • Periodic Audit
Institute – Industry Interaction	<ul style="list-style-type: none"> • Formation of industry institute interaction cell • MoUs with industries • Support for internships, visits, trainings, guest lectures • Identifications of industry needs and advice on Curriculum for extra courses apart from curriculum. • Providing opportunities for Industry based/sponsored projects • Providing career guidance • Strengthen training & placement • Establishing innovation centres
Entrepreneurship	<ul style="list-style-type: none"> • Establishment of Entrepreneurship Development Cell. • Effective functioning of entrepreneurship development Cell • MoUs with organizations for entrepreneurship development Providing training & guidance for entrepreneurship development • Bringing more experts of the field for seminar, lecture, workshop for entrepreneurship development • Establishing incubation centers • Promoting ,sponsoring and facilitating entrepreneurship development • Applying for patent
Research and innovation	<ul style="list-style-type: none"> • Formation of Research and Consultancy Cell • Provision of Research Grants/

Internal revenue generation	<ul style="list-style-type: none"> • Establishing infrastructure for revenue generation • Identification and Strengthening of IRG activities • Policy for Incentives for Revenue generation plans • Successful implementation of Internal revenue generation plans • Advertising & marketing
Alumni Interaction	<ul style="list-style-type: none"> • Strengthening Alumni Association, participation and registration • Data base creation, Regular interactions with alumni and networking • Recognition of successful alumni • Leverage for guest lecturers/internships/placements/training/entrepreneurship • Exploring Contributions • Brand ambassadors • Sponsorships/scholarships/fund generation
Community Services and Outreach Activities	<ul style="list-style-type: none"> • Budget from institution resources/Faculty/students/other donors • Identify community and social development work • Identify challenges of society for development work • Provide vocational training /job oriented training as per local needs at the institute • Educational support to village people • Conducting awareness camps
Physical infrastructure	<ul style="list-style-type: none"> • Infrastructure building development & modification • Smart Class rooms, Tutorials, Seminar halls • Modernization of Laboratory & equipment • More ICT enabled classrooms • Library infrastructure up gradation • System up gradation • Functional facilities for e-learning • Safety & Security management • Water facility • Medical facility • Developing sports (indoor/outdoor) facilities • Plantations • Rain water harvesting • Development Orchidarium • Renewable Energy usage • Hygiene, zero plastic & green campus • Recycling of water

Strategy Implementation and Monitoring

The implementation of the plans is the most important step as this puts the plan into motions and tests the cogs & wheels of the administrative machine. To assess the implementation process some measurable indicators are outlined in the implementation document. The Governing Body and Principal are responsible for the implementation of the strategic plan.

Implementation at Institute Level

Governance & Administration	Chairman & Members of GB, Administration Office
Branding /Expansion	GB members, Local Management Committee, Alumni Association
Students Admissions	Principal, HODs, Admission team, Students section
Statutory Compliance	Principal, HODs, Coordinators
Infrastructure (physical)	GB, Principal, Purchase Committee
Infrastructure (Academics)	Principal, HODs
Teaching- Learning	Principal, HODs, Faculty and Staff
Research& Development	Principal, HODs
Students Development	Principal, HODs and Students' Union
Departmental Activities	HODs and Faculty
Training &Placement	Principal, TPO & HODs
Quality Assurance	IQAC team

Measurable during Implementation

Effective teaching learning process	<ul style="list-style-type: none">• No. of teaching aids• Syllabus completion• Mini projects, Major projects, Seminars• No. of learning resources• No. of student counseling/mentoring/training sessions conducted• Result of examinations (Pass, First classes, Distinctions)• Graduate attribute attainment levels• Student feedback
Leadership and participative management	<ul style="list-style-type: none">• Reporting structure in place• Decentralization in various domains - academic, administration, staff welfare, student development, infrastructure management – appointments• code of conduct - duties, responsibilities and accountability• Functional of statutory committees – no. of meetings/ semester, minutes of meetings,• planning & implementation
Internal Quality Assurance System	<ul style="list-style-type: none">• Number of IQAS initiatives/ semester• Audits Reports• AQAR submission

<p>Good governance</p>	<ul style="list-style-type: none"> • GB selection (Inclusion of Academicians & Industrialist) • No. of GB meetings • Vision Mission , Dissemination & Review • Organization structure in place • Degree of decentralization • Degree of E governance • Resource mobilization • Staff appraisal & career advancement scheme in place • Service rules & benefits
<p>Student’s development and participation</p>	<ul style="list-style-type: none"> • Number of student participation • Number of sports, technical, cultural events organized • Regional, National & International competitions participated • Regional, National & International recognitions received <ul style="list-style-type: none"> • Sports infrastructure provided • Funding for sports
<p>Staff development & welfare</p>	<ul style="list-style-type: none"> • Number of Staff attending training programs • Staff training programs organized • Sponsorships for higher education • Number of staff welfare programs • Staff awards/ recognitions/ incentives

Financial management	<ul style="list-style-type: none"> • Annual Budget forecasting income & expenditure • Utilization / Allocation of funds • Internal & External Audit
Institute – Industry Interaction	<ul style="list-style-type: none"> • No. of active MOUs • No. of Initiatives/activities through MOUs • No. of IAB meetings/ year • No. of Initiatives/contributions by IAB
Students Development	<ul style="list-style-type: none"> • Number of career guidance trainings • Number of skill development programmes • Number of vocational trainings • Number of placement drives organized • Number of placement drives participated • Number of placements
Entrepreneurship	<ul style="list-style-type: none"> • No. of entrepreneurship trainings organized/participated • No. of graduates becoming entrepreneurs • No. of incubation center

Internal revenue generation	<ul style="list-style-type: none"> • Industry Sponsorships • Funding raised through sponsored Projects • Consultancy /Testing Services, • Alumni Contribution • Philanthropy- Donations
Alumni Interaction	<ul style="list-style-type: none"> • Alumni data base • Number of interactions • Support for internships/placements/ projects/ consultancy • Contribution towards students development
Community Services and Extension Activities	<ul style="list-style-type: none"> • Number of trainings/ awareness camps provided • Number of social projects undertaken • Number of Skill development programs for weaker sections • Number of social welfare or outreach programmes done • Number of people benefited in each program
Infrastructure - physical	<ul style="list-style-type: none"> • Number of buildings, class rooms added • Removal of obstacles • New Laboratories added • New equipment added • Annual budget allocated & utilized • Harvesting & Recycling of water • Renewable energy source development • Green initiatives

Infrastructure - Academic	<ul style="list-style-type: none"> • Number. of Volumes & Titles in library • Number of National& International journals lectures etc) • Digital Library • Smart Classroom • ICT enabled classrooms
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Monitoring of strategic plan

The implementation of strategic plan will be monitored time to time by Principal, Academic Council and other committees through periodic review. The section heads will prepare the detailed progress report and present it in the review meetings. The benchmarking of quality standards and its monitoring, evaluation of attainment will be carried out by the IQAC independently. The IQAC will report the findings to the Academic Council and GB. With thorough analysis of outcomes and based on IQAC report, the above will recommend the corrective actions, need of further processes and deployment of resources.

Conclusion

The Strategic Plan and Deployment Document is the guiding light for B.H. College to realize its true potential. Just formulating the strategic plan doesn't ensure success, but it provides a guiding framework which is a collective effort delivered by the process of participative brainstorming of stakeholders. Although mere outlining of plans will not result in success, it is but a first step towards intimation of responsibilities and expectations to the stakeholders. The proper implementation of strategies through teamwork with good spirit leads to success and sustainability over a longer time through a dynamic process. It needs continuous evolution to incorporate the lessons learnt during the implementation and emphasizes the role of IQAC in ensuring the quality of implementation.



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**Principal
B.H. College, Howly**

