Institutional Development Plan (IDP)

Bahona College

Prepared by

Committee for the Preparation of Institutional Development Plan

Bahona College, Jorhat, Assam, India

Submitted to

The Governing Body,

Bahona College, Jorhat, Assam, India

Foreword

The Committee for the Preparation of the Institutional Development Plan (IDP) of Bahona College, Jorhat, Assam, is pleased to present this comprehensive roadmap for the college's future growth. Prepared in accordance with the University Grants Commission (UGC) Guidelines for Institutional Development Plans for Higher Education Institutions and drawing inspiration from the IDP framework of Dibrugarh University, this plan reflects a thorough and consultative process.

In developing the IDP, we have carefully considered the Vision and Mission of Bahona College; the transformative goals of the National Education Policy (NEP) 2020, which emphasise holistic, multidisciplinary, and equitable education; the aspirations of the Union and State Governments for inclusive development; the socio-economic conditions of the rural locality in Jorhat district; the college's rich past and vibrant present as a NAAC A+-accredited institution (CGPA 3.36); existing infrastructure and facilities; the ambitions of our youth for skill-based and employable education; post-COVID challenges and opportunities in teaching and learning; the national vision of Viksit Bharat with its focus on quality education, innovation, and sustainability; and global trends in higher education towards research, technology integration, and international collaboration.

We are thankful to the various stakeholders of the college—faculty, students, non-teaching staff, local community, alumni, and recruiters—for their valuable suggestions and active participation. We also extend our sincere gratitude to the Principal of the college for his constant guidance and support throughout the preparation of this plan.

This IDP aims to strengthen Bahona College as a centre of academic excellence, research, and community engagement, empowering students to contribute meaningfully to society and the nation. We look forward to the collective efforts of all stakeholders in realising this shared vision.

Committee for the Preparation of Institutional Development Plan

Bahona College, Jorhat, Assam, India

December 2025

Composition of the committee

Chairperson: Dr. Sumbit Chaliha, Principal, Bahona College

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Vision of the College

Commitment to the society for enhancing capability, developing personality and inculcating intrinsic, universal values through quality higher education.

Mision of the College

Maximizing efforts for grooming young energetic human resources through excellence in academic, co-curricular and community-oriented exercises.

Vision of the Institutional Development Plan

Vision Statement

Bahona College aspires to emerge as a premier institution of higher education in rural Assam, committed to fostering academic excellence, holistic personality development, research-driven innovation, and societal transformation. Aligned with the National Education Policy (NEP) 2020 and the college's enduring commitment to societal service, we envision nurturing capable, ethically grounded, and skilled individuals equipped with universal values, critical thinking, and entrepreneurial spirit to contribute to a Viksit Bharat and a sustainable global society.

Mission Statement

The mission of Bahona College is to provide inclusive, equitable, and quality higher education to students from rural and economically disadvantaged backgrounds through a multidisciplinary, learner-centric approach. We strive to maximize efforts in grooming energetic youth by achieving excellence in academics, co-curricular activities, skill development, research, and community-oriented initiatives; promoting intellectual growth, intrinsic universal values, social responsibility, and employability; and forging sustainable partnerships to empower stakeholders for lifelong learning and national development in harmony with NEP 2020 principles.

Core Strategic Objectives of the IDP

1. **Enhance Academic Quality and Student Success**
    - Provide a comprehensive, multidisciplinary, and industry-relevant curriculum.
    - Ensure high-quality faculty development and research capabilities.
    - Focus on student success through academic excellence, employability enhancement, and holistic development.

2. **Promote Research, Innovation, and Knowledge Creation**
    - Establish a research ecosystem that encourages both academic and applied research.
    - Promote intellectual property development and commercialization to enhance societal impact.
    - Foster collaborations between academia, industry, and research institutions.

3. **Strengthening Institutional Infrastructure and Governance**
    - Enhance physical, digital, and governance infrastructure to support education, research, and administration.
    - Promote transparent, efficient governance and implementation of policy.
    - Ensure the alignment of institutional goals with national policies, such as NEP 2020.

4. **Develop a Positive and Inclusive Campus Culture**
    - Foster an inclusive, diverse, and respectful campus environment for all stakeholders.
    - Engage faculty, staff, students, and the wider community in institutional development.
    - Provide necessary resources and support systems for both academic and emotional well-being.

5. **Creating Sustainable and Impactful Industry-Academia Collaboration**
    - Establish stronger industry partnerships to ensure curriculum relevance and enhance student employability.
    - Promote the integration of technology and innovation in teaching and governance.
    - Encourage entrepreneurship and startup creation through mentorship and incubation.

Key Enablers for Institutional Development

1. Governance Enablers

- **Objective:** Build strong leadership and governance structures to foster transparency, accountability, and efficiency.
- **Actions:**
  - Establish clear roles and responsibilities for leadership and administrative teams.
  - Develop comprehensive institutional policies, guidelines, and frameworks to guide governance practices.
  - Implement IT-based systems to enhance administrative processes and decision-making.
  - Conduct regular evaluations and feedback sessions for continuous improvement in governance.
  - Develop manuals for different activities by different cells.

2. Financial Enablers

- **Objective:** Ensure financial sustainability through effective resource generation and management.
- **Actions:**
  - Develop diversified funding sources, including government grants, industry partnerships, research funding, and alumni support.
  - Establish a dedicated Resource Generation Cell to manage financial resources and explore innovative funding models.
  - Create a transparent financial management system with regular auditing and reporting.

3. Academic Enablers

- **Objective:** Provide high-quality academic programs that meet global standards and prepare students for future challenges.
- **Actions:**
  - Standardize curricula across all departments to align with NEP 2020 and industry demands.
  - Foster multidisciplinary, interdisciplinary, and transdisciplinary approaches to teaching and learning.

- Integrate outcome-based education (OBE) into all academic programs.
- Establish student-centered teaching methods and support services to promote engagement and success.

4. Research, and Intellectual Property Enablers

- **Objective:** Foster research excellence and intellectual property development to drive innovation.
- **Actions**:
  - Develop a research ecosystem that includes funding, mentorship, and resources for faculty and students.
  - Encourage collaborative research with industry and other academic institutions.
  - Establish research incubators to commercialize research outcomes and create societal impact.
  - Provide training on intellectual property rights, technology transfer, and commercialization.

5. Human Resources and Supportive-Facilitative Enablers

- **Objective:** Develop a talented, motivated, and diverse workforce to achieve institutional goals.
- **Actions**:
  - Implement robust faculty and staff development programs focused on research, teaching, and leadership.
  - Offer health, wellness, and work-life balance initiatives for all staff and students.
  - Encourage inclusivity and diversity in hiring practices and institutional activities.
  - Set up a clear system for performance appraisals and professional growth opportunities.

6. Networking and Collaborations Enablers

- **Objective:** Build strong networks and collaborations that enhance the college's impact and outreach.
- **Actions**:
  - Establish partnerships with industry, government agencies, research centers, and international universities.
  - Promote collaborative programs such as joint research projects, internships, and exchange programs.

- Organize academic and industry conferences to promote knowledge sharing and innovation.
- Foster strong alumni engagement through mentorship, networking, and fundraising initiatives.

7. Physical Enablers

- **Objective:** Create a modern, sustainable, and technology-enabled campus environment.
- **Actions**:
  - Enhance infrastructure to support modern teaching and research methods, including smart classrooms, labs, and research facilities.
  - Develop green campus initiatives to promote sustainability in energy use and waste management.
  - Invest in digital infrastructure to enable e-learning, online courses, and virtual classrooms.
  - Improve accessibility and inclusivity across campus facilities.

8. Digital Enablers

- **Objective:** Leverage technology to enhance teaching, learning, research, and administration.
- **Actions**:
  - Invest in learning management systems, digital content platforms, and collaborative tools for both students and faculty.
  - Incorporate cutting-edge technologies, such as AI, data analytics, and cloud computing, into academic and administrative functions.
  - Provide digital literacy training for all stakeholders to ensure effective use of technology.
  - Implement a strong IT infrastructure that supports secure data management, communication, and governance.

Governance Enablers

Overview:

At Bahona College, governance refers to the structured and transparent system through which the institution is directed, controlled, and held accountable. Governance plays a critical role in ensuring that the college achieves its mission while maintaining high academic standards, fostering a positive culture, and balancing institutional autonomy with accountability.

a) Effective governance is essential in integrating both the "belief systems" and the "control systems" of Bahona College. It not only shapes the college's core values but also aligns its objectives with regulatory and statutory frameworks.

b) Governance at Bahona College extends beyond formal structures and policies to include the broader network of legislative, financial, and informal frameworks guiding the institution's behavior and development.

c) Good governance seeks to strike a balance between institutional autonomy and accountability. Bahona College aims to establish responsible autonomy through self-driven initiatives aligned with modern management strategies, ensuring protection against potential mismanagement.

The Importance of Effective Governance at Bahona College:

a) **Institutional Structures**: Bahona College has active leadership bodies such as the Governing Body, Academic Monitoring Committee, and Internal Quality Assurance Cell (IQAC) which ensure decision-making is coherent and transparent. These bodies are central to directing institutional strategies, implementing policies, and managing resources.

b) **Balanced Autonomy**: Bahona College enjoys a certain level of autonomy, but this is paired with transparent accountability mechanisms, fostering a responsible, self-managed system. The institution aligns itself with UGC and state education department regulations to ensure compliance and responsible management.

c) **Quality Assurance**: Bahona College has established robust processes and quality control mechanisms to maintain and elevate academic standards. The IQAC plays a vital role in setting these processes and ensuring their implementation.

d) **Stakeholder Inclusion**: The governance system at Bahona College encourages the involvement of stakeholders, particularly students and alumni, in decision-making processes. This inclusive approach enriches institutional governance by integrating diverse perspectives.

e) **Financial Independence**: The college aims to enhance its financial autonomy by striving for sustainable revenue generation through diversified funding sources, including government grants, tuition fees, alumni contributions, and industry collaborations.

f) **Alignment with Society**: Bahona College ensures its academic values and activities align with societal expectations. The institution's extension programs and community outreach initiatives promote this alignment by addressing local needs and fostering social responsibility.

g) **Leadership and Strategy**: Leadership at Bahona College is committed to long-term strategic visioning, enabling the institution to address current challenges while preparing for future uncertainties. The Governing Body, Principal, and faculty work together to guide the college towards achieving its academic and developmental goals.

Core Objectives of Adopting Good Governance at Bahona College:

i. **Strengthening Stakeholder Trust**: By fostering transparent and accountable governance, Bahona College aims to build trust and confidence among all stakeholders, including students, faculty, alumni, and the community.

ii. **Establishing a Foundation for Long-term Success**: Good governance lays the groundwork for Bahona College's enduring success, enabling it to adapt to changing external conditions and maintain relevance in higher education.

iii. **Navigating External Dynamics**: Effective governance positions Bahona College to navigate evolving societal and educational trends, ensuring it remains responsive to the needs of the community, industry, and policy changes.

iv. **Facilitating Institutional Development Plans**: A governance system that emphasizes strategic planning and execution ensures the smooth implementation of Bahona College's institutional development plans, including infrastructure, academic, and research advancements.

v. **Enhancing Employability and Start-up Culture**: Good governance promotes the development of employability skills and entrepreneurial initiatives, contributing to a vibrant ecosystem for start-ups and innovation at Bahona College.

vi. **Balancing Autonomy with Accountability**: Bahona College balances its institutional autonomy with a framework of accountability that ensures both academic freedom and operational responsibility.

vii. **Embracing Innovative Education Models**: Through good governance, Bahona College is well- positioned to embrace and integrate innovative educational mediums, such as e-learning and distance education, ensuring it remains at the forefront of academic advancements.

viii. **Inclusive Practices**: The college prioritizes inclusivity, ensuring equal access to education for students from diverse backgrounds, including women, socially and economically disadvantaged groups (SEDGs), and persons with disabilities (PwD).

ix. **Global Outlook**: Bahona College is adapting to the global dimensions of higher education, leveraging insights from research and innovation to maintain its competitive edge and relevance in the global academic community.

x. **Maintaining Consistent Quality Assurance**: By implementing structured governance, Bahona College ensures that academic and administrative processes consistently meet high-quality standards.

How Bahona College Improves Governance:

a) **Ensuring Functional Leadership Bodies**: Bahona College has established fully functional governing bodies, including the Governing Body, Academic Monitoring Committee, and Internal Quality Assurance Cell (IQAC), to guide the institution's policies, strategies, and decision-making processes.

b) **Autonomy with Accountability**: The college operates with a degree of autonomy but remains accountable for all aspects of governance. This includes complying with

UGC guidelines and state education regulations while ensuring transparency in institutional operations.

c) **Quality Assurance Mechanisms**: Bahona College has developed comprehensive processes and mechanisms to monitor and enhance academic quality. The IQAC plays a central role in ensuring that quality assurance standards are met and continuously improved.

d) **Stakeholder Involvement in Decision-Making**: The college actively involves all stakeholders, including faculty, students, alumni, advisors, and the local community, in governance processes. This inclusion ensures a holistic approach to appointments, nominations, and selections within governing bodies.

e) **Financial Autonomy and Sustainability**: Bahona College strives to achieve financial autonomy through a sustainable revenue model that includes multiple funding sources, ensuring long-term stability and independence.

f) **Preserving Academic Integrity and Control Systems**: Governance at Bahona College emphasizes the preservation of academic values while ensuring that control systems are adequate to safeguard the institution's operational integrity.

g) **External Advisory Board**: Governing body of the college will form an External Advisory Body, and the body will guide the college management in different academic, non-academic and administrative matters. The structure and the nature of the External Advisory Body will be determined by the Governing Body of the college.

Developmental Goals for Governance (5, 10, and 15 Years)

As Bahona College looks toward the future, it has set several ambitious governance goals that it hopes to achieve in the next 5, 10, and 15 years. These goals will guide the institution's overall development and ensure that it remains a leader in the field of higher education.

5-Year Goals:

1. **Complete Implementation of IT-Enabled Systems:** Implement a fully integrated web-based Management Information System to enhance academic and administrative efficiency.
2. **Establish Regular Student Feedback Mechanisms:** Introduce a system for collecting regular 360-degree feedback from students regarding faculty performance and institutional services.
3. **Increase External Revenue Generation:** Begin generating significant external revenue through research collaborations, consultancy services, and partnerships with industries.
4. **Improve Quality Assurance Systems:** Strengthen internal quality assurance processes to ensure continuous improvement in academic standards and administrative functions.
5. **External Advisory Body:** To form the External Advisory Body for the college.

10-Year Goals:

1. **Expand Research Capabilities:** Establish specialized research centers and increase external collaborations, with a focus on becoming a regional hub for academic research.
2. **Achieve Financial Autonomy:** Strive for 50% financial self-sustainability through revenue generated from external partnerships, research grants, and alumni contributions.
3. **Enhance Alumni Involvement:** Increase alumni participation in governance by

ensuring that alumni are represented in at least 20% of governance bodies.

4. **Digital Inclusion for Community Development:** Complete the digital literacy training project in the adopted villages and expand it to other districts, promoting digital literacy.

15-Year Goals:

1. **Achieve Full Financial Independence:** Become financially self-sustaining by generating revenue from research activities, consultancy services, and industry partnerships.
2. **Global Research Hub:** Position Bahona College as a premier research institution through international collaborations and increased research output.
3. **Attain University-Level Status:** Evolve into an autonomous university offering a wide range of undergraduate, postgraduate, and doctoral programs.
4. **Environmental Sustainability:** Implement sustainable practices across the campus and achieve carbon-neutral status by 2040, promoting environmental responsibility.

Financial Enablers

Overview:

Financial enablers are essential for the smooth functioning of Bahona College, forming the foundation of its financial systems. These enablers ensure that the college can efficiently handle payments, manage financial instruments, and establish sustainable funding pathways for future growth. For Bahona College, it is crucial to adopt modern financial management practices that adhere to compliance, regulatory, and statutory requirements. While compliant accounting is mandatory, incorporating management accounting and data-driven decision-making will strengthen the institution's ability to optimize financial structuring and resource mobilization.

How Bahona College Improves Financial Enablers:

a) **Funding Sources:** Bahona College identifies and prioritizes multiple funding sources to enhance its financial enablers, including:
   - Government grants, particularly from the University Grants Commission (UGC)
   - Project overheads and research consultancies
   - Patents and intellectual property revenues
   - Alumni donations
   - Private sector partnerships
   - Fundraising campaigns and philanthropic support

b) **Revenue Model:** To ensure financial sustainability, Bahona College is focused on diversifying its revenue streams. Its main sources of revenue include ***i.*** Tuition fees from students ***ii.*** Government grants and subsidies ***iii.*** Overheads from sponsored research and development projects in collaboration with government and private sector partners ***iv.*** Endowments, alumni contributions, and CSR funds ***v.*** Royalties from intellectual property and patents

   Each of these sources will be balanced in alignment with the college's strategic vision, ensuring stable and sustainable growth.

c) **Budget Allocation:** Bahona College allocates its budget according to the guidelines set by the UGC, ensuring the proper distribution of funds for infrastructure

development, faculty and staff salaries, student services, and academic and research initiatives. Twenty-five percent of the institutional fund is dedicated to infrastructure development, excluding salaries, and another 25 percent is set aside for the maintenance of academic and physical facilities.

d) **Transparency:** The college maintains transparency in all financial transactions by conducting rigorous internal and government audits. These audits ensure accountability, build stakeholder trust, and reinforce the institution's credibility.

e) **Financial Sustainability:** To ensure long-term financial sustainability, Bahona College has developed a comprehensive financial plan focused on:

- Diversifying income streams
- Controlling costs and increasing operational efficiency
- Strengthening the infrastructure for financial growth and stability

f) **Investment Strategy:** Bahona College is committed to developing an investment strategy that maximizes returns while minimizing risks. Funds generated from various revenue streams are reinvested into college development, including research initiatives, infrastructure, and academic programs.

g) **Collaboration:** Bahona College fosters partnerships with government bodies, private enterprises, and other institutions to enhance its financial infrastructure. These collaborations enable the college to leverage resources, expertise, and funding for sustainable development and academic growth.

h) **Stakeholder Engagement:** Engaging key stakeholders is a priority for Bahona College. The college actively involves students, faculty, staff, alumni, local industries, government agencies, and the broader community in its efforts to improve its financial enablers. Regular consultations ensure that the college meets the needs and expectations of its stakeholders.

i) **Additional Outreach Models for Fund Generation:** Bahona College is exploring innovative models to generate additional funding. This includes expanding its professional development programs, offering online courses, organizing community events, and increasing alumni involvement in fundraising efforts. These initiatives not only align with the institution's mission but also provide additional revenue to support its growth.

Academic Enablers

Overview:

Bahona College is diligently working towards achieving a comprehensive set of Academic Enablers, serving as foundational pillars for ensuring the quality and standards of its higher education courses and offerings. With a keen focus on fostering a vibrant and progressive learning environment, the college endeavors to ignite a sense of curiosity and enthusiasm among its students, leading to enhanced learning performance. Recognizing its responsibility beyond academics, Bahona College places great emphasis on the mental and physical well-being of its students. By cultivating an inclusive and supportive learning atmosphere, the college aims to empower every student with the knowledge and skills necessary for personal growth and responsible citizenship. Through these concerted efforts, Bahona College is committed to nurturing well-rounded individuals equipped to thrive in an ever-evolving world.

Empowering Learners: Innovative Approaches to Academic Achievement

Development of Academic Enablers: Bahona College is committed to fostering innovation and excellence in higher education through a strategic approach focused on various aspects of academic development. The college is committed to promoting innovation and excellence in the following ways-

a) **Institutional Strategy Development:** Bahona College has formulated its institutional developmental strategies through comprehensive analysis and in alignment with its overarching vision and mission. These strategies are methodically crafted to drive progress and innovation within the institution.

b) **Faculty Development and Retention:** Recognizing the pivotal role of faculty in academic excellence, Bahona College implements all the rules and regulations in the recruitment processes. College ensures development of the faculty members and assists in timely promotion of its faculty members.

c) **Curriculum Flexibility and Interdisciplinary Approach:** Bahona College follows the curricula designed by Dibrugarh University. Additionally, it offers certificate

courses to maximize academic flexibility. College is committed to introduce and upgrading the Skill Enhancement Courses, Vocational Courses and other courses at per the emerging trend. College has strategically decided to apply for autonomy to make the curricula more flexible and responsive to emerging trends, integrating vocational education, training, and interdisciplinary perspectives to provide students with a holistic learning experience.

d) **Industry Collaboration in Curriculum Design:** The College actively collaborates with industry experts to design and update its certificate courses. In future also, college will collaborate with industry experts to make the courses more relevant and market fit.

e) **Continuous Curriculum Upgradation:** Bahona College establishes mechanisms for continuous evaluation and upgradation of its curricula, staying abreast of changing industry and societal demands to provide students with cutting-edge education. Academic autonomy will help more in achieving this.

f) **Leadership Development:** Leadership development is prioritized at Bahona College, with initiatives aimed at nurturing leadership qualities among faculty and students, fostering commitment, and encouraging multitasking abilities.

g) **Student-Centric Education:** Bahona College adopts a student-centric approach to education, emphasizing confidence-building and holistic development through integrated student development models that empower students to excel academically and personally. Implementation of NEP 2020 and academic autonomy will make the approach of the teacher and management more student centric.

h) **Regulated Student-Teacher Ratio:** The college aims to achieve the Gross Enrollment Ratio (GER) and the prescribed Student-Teacher Ratio mandated by the UGC by enhancing enrollment. This endeavor ensures regulated student-teacher ratios, enabling personalized attention and effective learning experiences for students. Consequently, it fosters meaningful interactions and academic support within the college community.

i) **Environmental Analysis for Growth and Expansion:** Bahona College has been and

will conduct thorough environmental analyses to inform its growth and expansion strategies, ensuring sustainable development while addressing the evolving needs of its stakeholders.

j) **Integration of Technology:** Technology integration is a key focus area for Bahona College, with initiatives such as blended learning modes and digital content creation and delivery aimed at enhancing educational access and effectiveness in the digital age. As part of its Technology Integration Programme, College aims to make all its core courses available online in next five years.

Improvement Plan for the Academic Enablers: Bahona College is committed to fostering innovation and excellence in higher education through a strategic approach focused on various aspects of academic development. The college's improvement plan for academic enablers is designed to systematically enhance the quality of education, integrate cutting-edge technologies, support faculty growth, and create an inclusive learning environment. By implementing these initiatives over the next 15 years, Bahona College aims to empower learners, promote academic achievement, and establish itself as a leading institution in the realm of higher education. Key improvement strategies are stated below-

a) **Excellence in Learning and Teaching:** Bahona College is committed to fostering a collaborative learning environment. Bahona College will achieve this by promoting cooperative education and research initiatives, encouraging teamwork and knowledge sharing. Additionally, Bahona College will deliver high-quality professional and application-based education across various interdisciplinary areas, ensuring our graduates possess the skills and knowledge needed to succeed in today's dynamic world.

b) **360° Academic Access and Development:** Bahona College believes in providing comprehensive access to resources that empower our students. This includes ensuring complete access to teaching, learning, skill development, and capacity-building resources. Furthermore, Bahona College will facilitate research and intellectual property (IP) creation. Bahona College will support students and faculty in protecting and deploying their intellectual property, fostering a culture of innovation.

c) **Skill and Employability Integration:** The curriculum developed by Bahona College is designed to equip students with the essential skills needed to thrive in the workforce. This includes not only hard skills specific to their chosen field, but also vital soft skills and life skills. Bahona College will integrate foundational technology skills throughout the curriculum, preparing students for a future driven by technology. Furthermore, the curriculum of Bahona College will blend theory with practical application, available in a digital format for easy access. This will enable students to graduate as active contributors to social transformation.

d) **Technological Advancement in Education:** Bahona College embraces the latest technologies to enhance the learning experience. Bahona College will utilize cutting-edge tools such as Augmented Reality (AR), Virtual Reality (VR), and Machine Learning/Artificial Intelligence (ML/AI) to create immersive and interactive learning environments. In addition, Bahona College will implement blended learning models, incorporating both digital and online learning platforms to offer students greater flexibility and personalized learning experiences.

e) Industry**-Oriented Research and Pedagogy:** Bahona College research and teaching philosophy is centered on real-world application. Bahona College will focus on practice-oriented research and pedagogy, ensuring our programs align with current industry requirements, including trends in Industry 4.0 and Industry 5.0. By emphasizing academic excellence and professional education, delivered through a student-centric approach, Bahona College will produce graduates who are both academically well- rounded and industry-ready.

f) **Faculty Development and Engagement:** Bahona College values a highly qualified and engaged faculty. Bahona College is committed to ensuring a high proportion of faculty with Ph.D. Bahona College will encourage faculty to participate in the creation, protection, and deployment of intellectual property. Furthermore, Bahona College will incentivize collaborative teaching and the development of pedagogic materials that address both industry and societal needs. To ensure ongoing faculty development, Bahona College will conduct workshops and training in areas critical to higher education, such as the National Credit Framework (NCrF), Academic Bank of

Credits (ABC), National Higher Education Qualification Framework (NHEQF), Vocational Education and Training (VET) integration, National Skills Qualification Framework (NSQF), Indian Knowledge System (IKS), and future skills.

g) **Inclusive Curriculum Design:** Bahona College has adopted an inclusive approach in the development and implementation of its curriculum. In the curriculum developed by Bahona College, focus is given on sensitivity towards Persons with Disabilities (PwDs) and other special needs populations. This commitment to inclusive curriculum design ensures that Bahona College creates a learning environment that welcomes and supports all students.

h) **Modern Learning Environments:** Bahona College recognizes the importance of both physical and digital learning environments. Bahona College will establish exceptional facilities equipped with modern labs and ubiquitous technology. Furthermore, Bahona College is committed to creating world-class open online/digital/blended learning resources for its audience. To extend access to its high-quality education, Bahona College will develop Open Courseware (OCW) and Massive Open Online Courses.

i) **Educational Leadership and Inspiration:** Bahona College aspires to be a leader in educational innovation, providing guidance and inspiration to other institutions in the locality. Bahona College will foster an inspiring and motivating learning environment that is student-centered, knowledge- centered, innovation-centered, and community-centered. Bahona College aims to create a vibrant learning space that fosters intellectual curiosity, critical thinking, and a lifelong love of learning.

j) **Entrepreneurial Support and Start-up Ecosystem:** Bahona College encourages and supports students with entrepreneurial aspirations. Bahona College will promote the development of innovative business ideas while providing mentorship and guidance to aspiring student entrepreneurs. Furthermore, Bahona College will integrate with the start-up ecosystem, fostering collaboration and providing resources to help student ventures flourish.

Through this comprehensive 15-year strategic plan, Bahona College is committed to empowering learners, driving academic excellence, and creating a

dynamic, inclusive educational environment that equips students for success in the 21st century.

Empowering Learners: Actions for Academic Achievement

Sl. No	Types of Innovative academic infrastructure	Details of innovative academic infrastructure & its usage
1.	**Courses catering to professional/ future requirements**	• Bahona College will introduce new courses to provide students with a varied choice of relevant programs. • Courses of Bahona College will be designed to allow for in-depth learning aligned with students' interests, fostering their future growth. • Programs offered at Bahona College will be multidisciplinary and relevant to current and emerging fields to ensure comprehensive education.
2.	**Curriculum- updated as per industry requirements**	• Bahona College will regularly update the curriculum to cater to the dynamic requirements of the changing employment landscape.
		• Programs of Bahona college will be designed to meet industry requirements, addressing both short- term needs and ensuring future readiness.
		• Bahona College will incorporate industry-linked programs, including internships and apprenticeships, to provide students with practical experience.
		• College curriculum will be modularized to enable Multiple Entry-Multiple Exit options, offering greater flexibility and adaptability for students.
3.	**Curriculum embedded with Employability Skill**	• Bahona College will design its curriculum to inculcate basic skillsessential for enhancing employment opportunities and readiness.
		• Employability Skills (ESs) will be integrated across all disciplines, including Constitutional values, Citizenship, universal values, Career Development & Goal Setting, Becoming a

		Professional in the 21st Century, Communication Skills, English Skills, Inclusivity and Diversity (including Gender Sensitization and PwD awareness), Digital Literacy/Skills/Fluency, Financial & Legal Literacy, Start-up Management and Entrepreneurship, Customer Service Orientation, and Job Readiness and Exam Preparation.
		• The curriculum of Bahona College will emphasize competencies and skills such as Critical Thinking and Problem Solving, Creative Thinking and Innovation, Analytical Thinking, Adaptive Thinking, Design Thinking & Creativity, Computational Thinking, Social Intelligence, Cross-Cultural Competency, New Media Literacy, Virtual Collaboration, Decision Making, Conflict Resolution, and Negotiation.
4.	**Curriculum embedded with Skill Enhancement Courses**	• Bahona College will integrate core skills relevant to digitization and automation, including AI, Blockchain, IoT, drones, and Industry 4.0, as well as incorporate • 21st-century digital skills across various programs to ensure students are well-prepared for the evolving technological landscape.
5	**Curriculum embedded with emerging technologies to be integrated with future of work**	• Bahona College will develop future skills in emerging technology areas, focusing on foundational technologies such as Artificial Intelligence and Machine Learning, Robotic Process Automation/Hyper Automation, Data Analytics, IoT/IIoT, Blockchain, Cyber Security, Cloud Computing, Social & Mobile platforms, 3D Printing, Augmented Reality/Virtual Reality/Extended Reality (AR/VR/XR), and Digital Content Development, including simulators, digital twins, and Metaverses.
		• New projects aligned with Centers of Excellence (COE) will be created, and faculty

		will develop expertise, present their work at peer conferences, and establish platforms for continuous improvement.
		• The college will establish dedicated centers to continuously upgrade the curriculum, ensuring it stays current with technological advancements and industry demands.
6.	**Center for Curricular & Life Skills Development (CCLSD)**	• Bahona College will incorporate 21st-century skills into the credit system, emphasizing communication, collaboration, creativity, problem-solving, initiative, emotional stability, physical fitness, and the confidence to excel on the global stage.
7.	**Faculty/ teaching Staff**	• Bahona College will appoint the teaching staff as per the sanctioned posts. • Bahona College will ensure the faculty remains qualified, experienced, and committed, recognizing them as a crucial asset of the institution. • Regular knowledge upgradation programs will be implemented for faculty to keep them well-informed of the latest advancements in their fields. • Faculty will focus on research activities and motivate students to engage in research, fostering new knowledge creation and innovation. • Subject Matter Experts (SMEs) from the industry will be engaged as teaching staff, trainers, or instructors to provide practical insights and expertise. • Faculty will act as role models for students, offering appropriate guidance and support.
8.	**Center for Faculty Development (CFD)**	• Bahona College will establish exchange and internship programs with industry partners to facilitate cross-pollination of skills and practical learning experiences.

		• The college will provide facilities to learn from leading global experts, utilizing advanced tools for research and new-age education methods such as videography, games, AI, robotics, metaverse, and AR/VR for content delivery.
9.	**Non-teaching staff**	• Appropriate non-teaching staff will be recruited and trained to support the organization effectively, ensuring smooth operations and enhanced educational experience. • College will recruit non-teaching staff who have requisite qualification, experience for the relevant post.
10.	**Session wise teaching plan**	• Bahona College will implement systematic planning in the teaching and learning process, including the development and adherence to session-wise teaching plans.
11.	**Learning material like Study books**	• Course materials and books will be regularly updated to ensure relevance and alignment with the latest advancements in the field. • Bahona College will ensure that all students receive equal amounts of essential information through a standardized teaching approach. • Study books and materials will be prepared and provided according to the syllabus of each subject to support consistent and comprehensive learning.
12.	**Question bank**	• Bahona College will develop a comprehensive question bank aligned with the examination pattern, ensuring all questions are within the syllabus. • The question bank will be designed to evaluate the holistic learning of students, covering all aspects of the curriculum comprehensively
13.	**Assignments**	• Bahona College will conduct relevant assignments of varying types and nature, including term papers, practicums, and tasks related to preparing answers for question banks. • Students will be encouraged to engage more by completing all question bank questions in the

		form of assignments. • There will be periodic assignment submissions with set due dates to ensure consistent and timely student engagement.
14.	**Assessments**	• Bahona College will implement internal assessments for assignments to ensure students complete their work in a timely manner. • Assessments will be timely and relevant, utilizing various strategies to evaluate student performance. • The mode of assessment will be flexible, including online, offline, and blended options. • Opportunities for on-demand assessments and make- up assessments will be provided to accommodate diverse student needs.
15.	**Value added skills enhancement Papers**	• Bahona College will ensure the syllabus is not restricted to core and elective subjects but also includes modules on general skills to enhance student employability and professional knowledge. • Skill development-based value-added papers will be introduced as separate courses. • These courses will be taught by industry professionals or experts in the relevant field to provide practical and up-to-date knowledge.
16.	**Pedagogy**	• Bahona College will incorporate a substantial amount of experimental learning related to students' specializations, utilizing real or virtual environments. • The pedagogy will strike an appropriate balance between traditional and modern methods to cater to diverse learning styles. • Encouraging the usage of technology will be a priority, with a focus on enhancing the blended mode of learning. • Teaching learning material tailored for Persons with Disabilities (PwDs) will be made available to

		ensure inclusivity. • The teaching-learning approach will be learner-centric, prioritizing individual student needs and preferences.
17.	**Other activities as part of learning**	• Bahona College will integrate activities such as sports, music, and other extracurriculars into the core curriculum to support the overall development of students. • These activities will be given proper assessment and weightage of marks to ensure their significance in student evaluation. • Students will be encouraged to develop additional skills by engaging in cultural and traditional activities, enhancing their design thinking abilities. • Participation in team-based activities related to social work and community contribution will foster good character, teamwork skills, and collective responsibility among students. • These activities will promote the all-round development of students, enhancing their competency and confidence in facing various challenges.
18.	**Earn while learn facility & flexibility**	• Bahona College will promote an "Earn while Learn" model to support students from financially weaker backgrounds. • This model serves dual objectives: providing students with valuable working skills and responsibilities while also helping to meet their financial needs, reducing dependence on parental support for pocket money.
19.	**Flexibility and multidisciplinary**	• Bahona College will design varied, multi-disciplinary courses to cater to the diverse interests and needs of students. • The college will develop and implement undergraduate (UG) programs tailored to suit students' requirements at different levels.

		• Additional certificate programs spanning various fields will be offered to enhance students' skill sets and career prospects. • Bahona College will collaborate with industries and reputed international organizations through Memorandums of Understanding (MoUs) to offer certificate programs that align with industry standards and global trends.
20.	**Opportunities to develop & utilize Research & innovative thinking skills.**	• Bahona College will design undergraduate (UG) curricula that allow students to explore and work independently on their projects or research under the guidance of their research guide.
		• Students will be encouraged to work either individually or in teams, fostering collaborative and independent learning.
		• The college will focus on enhancing students' innovative abilities, increasing their competency, and boosting their confidence through project-based learning.
		• Academic support will be provided to students to enhance their knowledge, skills, attitudes, and experience-based competency, thereby improving their confidence in innovation.
		• Bahona College will organize hackathons and similar competitions to provide students with opportunities to showcase their skills, foster creativity, and solve real- world problems collaboratively.
21.	**International Exposure**	• Bahona College will establish overseas exchange programs to provide students with opportunities to study abroad and gain cross-cultural experiences.
		• The college will foster international collaboration through partnerships with universities and institutions abroad, facilitating joint research projects, student exchanges, and academic initiatives.
		• Visiting foreign faculty will be invited to Bahona College to enrich the academic

		environment and provide students with diverse perspectives and expertise.
		• Bahona College will offer international scholarships to support students' education abroad and promote global learning experiences. • The college will organize international conferences to facilitate knowledge exchange, networking, and collaboration among scholars, researchers, and professionals from around the world.

Courses and Programmes to introduce (5, 10, and 15 Year Goals)

In the next 15 years, Bahona College will introduce new certificate courses, a few FYUGP (Four Year Undergraduate Program), and vocational courses to enhance the academic environment and enrich the learning experience for students. These additions will cater to the evolving needs of students and align with industry demands, ensuring that Bahona College remains at the forefront of academic innovation and excellence.

Period: 2026 to 2028	
Certificate/ Add-On Courses/ Diploma/ Vocational Courses	Bamboo based Industry Course
	Beekeeping Course
	Consumer Goods Repairing and Installation Course
	Fishery/Aqua Culture Course
	Food Processing Course
	Graphic Design and Visual Arts Course
	Hardware and Networking
	Hospitality Management
	Nursing
	Pain and Palliative Care
	Plant and Nursery
	Vermicomposting

	Content Writing/Creative Writing
	Digital Marketing
	Election Management
	Financial Marketing
	Income Tax and GST Consultancy
	Insurance Marketing and Management
FYUGP- **Major Program**	Public Administration
	Women Studies

Period: 2029 to 2032	
Certificate/ Add-On Courses/ **Diploma/ Vocational Courses**	Alternative energy
	Medical Tourism
	Petroleum Technology
	Sports Science
	Media Studies
FYUGP- **Major Program**	Anthropology
	BBA
	Performing Arts
	Community Science
	Environmental Science
	Library and Information Science

Period: 2033-2035	
Certificate/ Add-On Courses/ **Diploma/ Vocational Courses**	Any course relevant in this period
FYUGP- **Major Program**	Cultural Studies
	Data Science
	Geology
	Human Rights
	International Relations
	Mass Communication and Journalism
	Northeast Studies
	Psychology
	South Asian Studies

Research, and Intellectual Property Enablers

Overview:

Research and innovation are crucial for driving smart and sustainable growth, which can lead to job creation. The generation of new ideas fosters the development of innovative products, processes, and services, enhancing productivity, industrial competitiveness, and overall prosperity. Additionally, research and development pose challenges and updates for those shaping higher education, including researchers, teachers, and administrators. Exploring significant areas of education can enhance institutional reputation.

To improve capacity and support, sustainable growth and competitiveness, a decadal plan is essential. This plan outlines a ten-year vision for the institution's future development. Bahona College will seek ways to enhance the research skills of its faculty and students, which is vital for creating entrepreneurial opportunities. This initiative aims to inculcate a spirit of independence and risk-taking in students, encouraging them to initiate, incubate, and sustain start-ups.

Action Plan for Attracting research funds

Short term (Year I-V)

- Creating awareness about various funding agencies at the state, national and industrial levels, such as DST, DBT, SERB, UGC, ASTEC, ICSSR, DHE, Directorate of Art and Culture, is important.
- Identifying the requirements of funding agencies and offering training on how to write successful research proposals.
- Creating awareness of the availability of funds with the funding agencies.

Mid-term (Year VI-X)

- Organising workshops/ training programmes on preparation of project proposals as per the requirement of the funding agencies.
- Inviting experts from both within and outside the state, representing esteemed research organizations, universities, and industries, to conduct staff training.

- Writing successful and effective project proposals and submissions.

- Engaging in community-based projects that investigate issues affecting the local population and submitting reports to the relevant departments.

- Undertaking language-focused projects from a linguistic perspective and training students to create lexicons, cultural dictionaries, and translations to promote spoken languages.

- The Research and Development Cell of Bahona College will try to develop a corpus fund of Rs. 500,000/- and the interest earned from the corpus fund will be given as seed money to the eligible faculty members (maximum 4 faculty members for 1 year) of Bahona College for conducting research projects which are related to problems with the college or based on community related development issues.

Long term (Year XI-XV)

- Follow up on submitted project proposals and execute projects to high standards.

- Building up of sophisticated infrastructure by utilizing the funds received to carry out the research.

- Offering services to other organizations in terms of expertise and facilities available with the institution.

- Promoting interdisciplinary research ideas and innovations.

Action Plan for Improving quantity and quality of research publications

Short term (Year I-V)

- Identifying and creating awareness on reputable journals.

- Creating awareness on predatory/cloned journals.

- Updating the multidisciplinary journal "Journal of Intellectuals (JoI)," published annually under the banner of the Research and Development Cell of Bahona College, to meet the criteria for UGC CARE-listed journals or such.

- Identifying the area of research of interest for various streams.
- Organizing workshops and training programs on research methodologies.
- Organizing guest lectures on data analysis and the use of statistical software and packages.
- Train students on how to write research papers/seminar papers/poster presentations.
- Organizing Workshops on field-based study.

Mid-term (Year VI-X)

- Organizing guest lectures on research writing, focusing on preparing quality research manuscripts and publishing them in high-impact journals, in alignment with the implementation of NEP 2020.
- Organizing at least two international conferences on interdisciplinary subjects.

Long term (Year VI-X)

- Publication of high-quality research papers.

Action Plan for Training faculty/students for research

Short term (Year I-V)

- Workshops on writing research proposals, journal citations, selecting journals, research methodologies, identifying predatory journals, and strategies to increase the acceptance of research papers in high-quality journals.

Mid-term (Year VI-X)

- Establishing a research consultancy section to provide solutions to research-oriented problems for the general public and academicians/research scholars in the region.
- Identify the areas of expertise of faculty members.
- Promote awareness of the expertise available at the institute.

- Long term (Year VI-X)

- Establish Memorandums of Understanding (MoUs) with local and national industries and research organizations to partner in CSR activities that provide solutions for surrounding areas, particularly remote regions.

Action Plan for Preparing Faculties for 4th year research programme

- Identifying research areas by inviting experts from different streams/fields.

- Conducting training programmes for teachers on how to guide project for 4th year research programme.

- Training teachers on topic selection, conducting literature reviews, proposing project objectives, and formulating hypotheses.

- Promote awareness on publishing the research work.

- Conduct workshops on intellectual property rights (IPR).

Action Plan for Developing Environment Conducive to research

Short term (Year I-V)

- Identifying suitable spaces for laboratory setup.

- Submission of details regarding the infrastructure requirements for research laboratories.

- Setting up a well-equipped research laboratory for multidisciplinary scientific research.

Mid-term (Year III-V)

- Acquiring equipment's and other requirements for carrying out the research work.

- Collaborate with other research organizations for joint research efforts.

- Conduct Teachers/ students exchange programme for innovative research.

Long term (Year VI-X)

- Constructing infrastructure through the establishment of a well-equipped research laboratory for future research.
- Establishment of research and development centres.
- Organize seminars/conferences to provide platforms to present research work.

Human Resource Management Enablers

Overview

At Bahona College, we strive to balance autonomy and flexibility with the regulatory framework guiding human resource practices. This delicate balance allows us to nurture innovation, academic excellence, and a positive working environment while staying aligned with statutory requirements. Our goal is to create a harmonious blend of structure and flexibility, supporting the personal and professional growth of every member of the college community.

Strategies for Effective Human Resource Management

a. Empower Institutional Autonomy

Bahona College will craft its own human resource policies that reflect its unique culture and academic vision, all while respecting the broader regulatory framework.

b. Engage Everyone in Conversation

We believe in inclusivity, inviting faculty, staff, and other stakeholders to actively participate in shaping policies. Their perspectives ensure our practices resonate with our collective values and aspirations.

c. Communicate Clearly and Often

Transparency is key. We'll ensure everyone understands the "why" behind our policies and the importance of adhering to guidelines set by regulatory bodies.

d. Customize Where it Matters

Our human resource practices will adapt to the specific needs of Bahona College, recognizing and celebrating the diverse qualifications and expertise of our people.

e. Offer Flexibility in Implementation

Departments and academic units will have the freedom to tailor certain policies to fit their unique needs, ensuring alignment with academic disciplines.

f. Regular Check-Ins and Feedback Loops

Periodic reviews and feedback sessions will help us stay relevant, flexible, and aligned with our ever-evolving goals.

g. Build Compliance Teams

Dedicated teams will bridge the gap between regulatory requirements and institutional autonomy, enabling us to remain agile and forward-thinking.

h. Foster Awareness Through Training

We'll host workshops and sessions to deepen understanding of regulatory compliance while emphasizing the value of institutional autonomy.

i. Seek Guidance When Needed

In cases of ambiguity, we'll engage with regulatory bodies to clarify requirements or explore possibilities for exemptions that support our mission.

j. Embrace Continuous Improvement

A culture of learning and growth will drive our human resource practices, allowing us to evolve with confidence and purpose.

k. Be Transparent in Decision-Making

We will ensure open communication about how decisions are made and how they contribute to our mission, fostering trust and accountability.

l. Celebrating Our Successes

Sharing stories of how autonomy has led to innovation or breakthroughs will inspire and encourage further achievements.

Making Human Resource Practices Meaningful

a) Recruitment and Selection (Faculty Hiring)

- Hiring processes will reflect our commitment to excellence, aligning with academic standards and regulatory requirements.
- Faculty selections will ensure candidates meet the qualifications outlined by governing bodies like UGC and AICTE while considering the unique needs of Bahona College.

b) Onboarding and Orientation

- New faculty will be welcomed with a comprehensive orientation to help them feel part of our community and understand our values, expectations, and opportunities.

c) Faculty Development

- We'll invest in training programs to help our educators stay ahead in teaching methods and research advancements.

d) Performance Evaluations

- Regular evaluations will focus on celebrating strengths, identifying growth opportunities, and aligning individual goals with our institutional mission.

e) Fair **and** Competitive Compensation

- Faculty and staff will receive competitive pay and benefits that reflect their contributions and align with legal standards.

f) Positive Relationships

- We'll work to resolve concerns and conflicts promptly, ensuring an inclusive and harmonious working environment.

g) Workforce Planning

- Thoughtful planning will ensure our faculty and staff are prepared to meet the college's academic goals and future challenges.

h) Diversity and Inclusion

- Our hiring practices will promote equity and diversity, enriching our academic and cultural environment.

i) **Compliance with Employment Laws**

- Employment contracts will be fair, transparent, and in full compliance with legal and regulatory standards, safeguarding the rights of all employees.

j) **Strategic Talent Acquisition**

- We'll actively seek out exceptional talent, ensuring we remain a hub of academic innovation and excellence.

Human Resource Support for Students:

1. **Career Development Services:** Guidance for internships, industry projects, and career opportunities.
2. **Skill Development Workshops:** Soft skills, leadership, and career-specific training to prepare students for success.
3. **Financial Aid:** Scholarships and grants to ensure education remains accessible for all.
4. **Mentorship Programs:** Pairing students with faculty, alumni, and industry professionals for support and guidance.
5. **Exchange Opportunities:** Exposure to global learning experiences through international programs.
6. **Student Well-Being:** Safeguarding the mental, emotional, and physical health of every student.

Human Resource Support for Staff:

1. **Professional Growth Opportunities:** Training and development programs to help staff members thrive.
2. **Health and Wellness Programs:** Comprehensive initiatives to support physical and mental health.
3. **Constructive Appraisals:** Clear and fair performance evaluation systems.

4. **Flexible Work Policies:** Options that respect individual needs and encourage work-life balance.

Human Resource Support for Researchers:

1. **Research Support:** Assistance with grant applications and funding opportunities.
2. **Sabbatical Leave:** Time for personal and professional growth through study or research.
3. **Teaching Excellence Resources:** Access to tools and technologies that enhance education.
4. **Collaboration Opportunities:** Encouraging interdisciplinary projects and partnerships.

Cross-Sectional Support for the Bahona College Community

1. **State-of-the-Art Technology:** Ensuring our infrastructure supports the academic and research needs of all.
2. **Diversity and Inclusion Programs:** Promoting equity and belonging across the college.
3. **Recognition and Awards:** Celebrating the accomplishments of our students, faculty, and staff.
4. **Open Communication Channels:** Fostering dialogue and ensuring everyone's voice is heard.

By prioritizing these enablers, Bahona College will continue to thrive as a nurturing, innovative, and inclusive institution, where every individual is supported and empowered to achieve their best.

Networking and Collaborations

Overview:

Networking is a cornerstone of the growth and development of Bahona College, positioning it as a leader among Higher Education Institutions (HEIs). As a hub of knowledge and innovation, the college contributes significantly to its students and the broader community. Recognizing the pivotal role of networking, Bahona College strives to forge meaningful connections with various stakeholders to expand its impact and relevance.

Beyond its academic endeavors, Bahona College can play a crucial role in civil society and developmental initiatives through quality education, impactful research, community-based projects, and advocacy. The institution aims to transition from merely monitoring inputs to focusing on tangible outcomes and societal impacts. Building partnerships with Centers of Excellence and international institutions will be vital for enhancing research and teaching standards. Engaging with diverse stakeholders such as industries, academic/research institutions, and civil society is key to achieving these objectives.

Alumni are lifelong stakeholders of Bahona College, with their association extending well beyond their academic tenure. Alumni play a vital role in governance, management, and institutional growth. To foster effective networking and engagement, the college needs to cultivate trust and collaboration in areas such as endowments, project funding, knowledge sharing, and mentorship.

Developing Networking Enablers for Bahona College

Effective networking, encompassing connections within and beyond the academic realm, is a cornerstone of Higher Education Institutions' (HEIs) ability to excel as global leaders in education. For Bahona College, building strong networks will enhance its role as a rural hub of learning and innovation.

A collaborative network model needs to be thoughtfully structured, involving

industry in various aspects of HEI activities, notably the teaching-learning process. This includes collaborative course planning, curriculum development, training, evaluation, employment opportunities, continuous learning, and research and development. Industry-institute interaction, when nurtured effectively, can yield substantial benefits for both parties, including relevant skill training for students and access to fresh talent and research for industries.

The Role of Networking

Effective networking is pivotal for Bahona College's aspiration to excel as a leader in education.

Collaborative Models

A well-structured collaborative model will engage industries in key areas such as curriculum development, training, evaluation, employment opportunities, lifelong learning, and R&D. Partnerships with industry can drive mutual benefits and innovation.

Engagement with Stakeholders

Bahona College will actively collaborate with industries, alumni, other HEIs, and the wider community to foster synergies that drive collective growth and development. The college will prioritise partnerships that align with local socio-economic needs, such as agriculture, bamboo crafts, and the tea industry in Jorhat district.

Additionally, HEIs need to actively engage with industry, alumni, other higher education and research institutions, as well as the wider community, fostering synergies that drive collective development.

Steps to Develop Networking Enablers for Bahona College

i. Emphasizing partnerships and collaborations to fulfil institutional goals and make substantial societal contributions. Bahona College will focus on community-oriented initiatives to address rural challenges and promote inclusive growth.

ii. Leveraging alumni engagement across industries, feeder institutions, other HEIs, and national/international universities for mutual benefits and societal impact, including

mentorship, internships, fundraising, and knowledge exchange.

iii. Prioritizing effective networking to seize opportunities for self-improvement, mutual growth, and brand enhancement. Collaboration and partnership-building with local, national, and global agencies can further support a range of enablers, including innovative academic initiatives, intellectual property development, and emotional support programs.

By integrating these initiatives into its Institutional Development Plan, Bahona College will further enhance its ability to engage in meaningful partnerships, promote innovation, and contribute to societal advancement. This holistic approach will position the college as a vibrant, inclusive, and impactful educational institution.

Physical Enablers

Overview:

Bahona College recognizes the importance of physical infrastructure as a key component in supporting its academic, research, and community activities. A well-planned physical environment enhances the learning experience, promotes sustainability, and reflects the institution's commitment to quality education and social responsibility. The following strategies will be pursued to develop the college's physical enablers:

Enhancing Physical Enablers at Bahona College

Since physical infrastructure often requires significant financial investment, Bahona College will explore alternative and innovative funding measures. Strategies such as public-private partnerships, alumni contributions, and collaboration with external organizations will be explored to improve the physical environment of the college.

Key areas of focus for improving physical enablers will include:

- **Campus Planning and Design**: Ensuring that the college's academic, research, cultural, and operational activities are well-integrated in the campus layout.
- **Environmental Responsibility**: Enhancing energy efficiency and reducing environmental impact through sustainable practices.
- **Inclusivity and Safety**: Ensuring accessibility for Persons with Disabilities (PwD), promoting gender inclusivity, and ensuring the safety of all students and staff.
- **Resource Management**: Efficiently managing resources, including knowledge management for better resource generation and utilization.

Campus Planning and Environmental Principles

The college will follow specific principles in campus planning and development to ensure the overall growth of the institution:

- **a. Integrated Activity**: The campus layout will be designed to ensure that

academic, research, and cultural activities are interconnected. This will allow for better collaboration between departments, students, and faculty.

- **b. Preservation of Campus Essence**: The aesthetic appeal of the college, such as green spaces and heritage elements, will be preserved while ensuring that all infrastructure development aligns with the college's learning mission.
- **c. Environmental Responsibility**: Bahona College will commit to reducing its environmental impact by implementing energy-efficient practices, minimizing waste, and adopting environmentally friendly designs.
- **d. Facility Integration**: Facilities for vocational education, training, and skills development will be integrated into the campus design, making these services accessible to all students.
- **e. Inclusivity and Safety**: The college will ensure that the campus is inclusive and accessible to all, especially students with disabilities. Safety will be prioritized, and there will be a zero- tolerance policy for any form of discrimination, ragging, or bullying.
- **f. Risk Management**: Safety and risk management protocols will be established to protect the college community from hazards, accidents, or emergencies.
- **g. Holistic Development**: The campus will provide spaces for artistic expression, sports, fitness, and mental health services such as counseling and wellness centers. These facilities will encourage the overall development of students beyond academics.
- **h. Resource Management**: Bahona College will emphasize the management of knowledge and resources to ensure that infrastructure is developed efficiently, with minimal wastage.

Green Campus Strategy

Bahona College will adopt a comprehensive Green Campus Strategy to promote environmental sustainability. The following steps will be taken to ensure that the campus contributes to environmental preservation:

- **a. Ecological Preservation**: The college will protect the natural topography,

conserve water, and minimize its carbon footprint by using renewable energy sources and energy-efficient technologies.

- **b. Environmental Awareness**: Campaigns and programs will be conducted to raise awareness about environmental issues among students and staff, encouraging responsible behavior.
- **c. Sustainable Infrastructure**: Recycled materials will be prioritized in construction projects, and designs will account for heat island effects, reducing the impact of new infrastructure on the environment.
- **d. Sustainable Mobility**: The college will promote the use of energy-efficient transport options, such as electric vehicles, cycling, and carpooling, to reduce fossil fuel consumption.
- **e. Technology and Energy**: Bahona College will explore alternative energy sources such as solar and wind power to meet its energy needs and reduce dependence on non-renewable resources.

By implementing these physical enablers, Bahona College aims to create a campus that is environmentally responsible, inclusive, and supportive of the academic and research goals of the institution. The focus on sustainable practices will not only contribute to the college's long-term growth but will also inspire students and staff to prioritize environmental stewardship in their own lives.

Key Physical and Digital Infrastructure Components

Bahona College envisions a modern, smart, and sustainable campus that aligns with both academic and environmental goals. Key initiatives include designing a smart campus with interconnected academic buildings and open spaces for interaction, preserving green areas while incorporating sustainable building practices, and improving accessibility for all. The development of advanced facilities such as a digital library, research centers, and sports complexes will support holistic growth, while sustainable energy solutions, eco-friendly commuting options, and inclusive infrastructure will ensure the college meets future needs responsibly. Details of Physical Infrastructure & its usage are stated below-

S. No.	Types of Physical Digital	Details of Physical infrastructure & its usage ESSENTIAL/ DESIRABLE/ ASPIRATIONAL
1.	Smart Campus	• To design a core campus with academic building such as digital classrooms, AC computer lab, seminar halls, laboratories and library, well connected to each other and other parts of the institution. • To facilitate open spaces and common areas for interaction among students, faculties and research.
2.	Green/Sustainable building	• Preservation and conservation of already occupied green areas, water bodies of the campus • Preparation of master plan of the college highlighting various zones to retain the green cover in the campus • Incorporating green building concepts in new constructions to enhance energy efficiency, considerate use of light and ventilation, and minimize electricity consumption. • Provision of alternative energy sources • Use of 100% LED bulbs in the college campus • Use of biodegradable wastes of the campus by converting them in to bio fertilizer (Waste into Wealth') • Strengthening vermicomposting • Strengthening the system of rainwater 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

3.	Infrastructure	• Provision of ramps in all the buildings. • Signage including tactile path, display boards and signposts • Encourage students and employees to commute by bicycle or e-vehicles.(e-Vehicle charging station)
4.	Administrative Block	• To have enough room for administrative tasks. • Faculty Cubicles for all the faculties.
5.	Library/ Digital Resource centre	• The library has introduced numerous automated systems and plans to achieve complete digitization. Integrated Library Management Open-Source Software, KOHA, is utilized for various library operations, ensuring efficient management of resources. College will regularly update it. • All Departmental will have departmental libraries with proper arrangements.
6.	Lecture	• To upgrade some classrooms by fully digitalizing them. • To facilitate open spaces and common areas for interaction among students and faculties.
7.	Tutorial Rooms	• Departments to have separate tutorial room.
8.	Examination Branch	• Separate examination room with strong room.
9.	Facilities to Faculty and Staff	• Separate departmental room with wifi facilities • Having Staff Quarters • To have a Day Care Cneter
10.	Meeting Rooms	• To construct a fully air-conditioned and well-furnished conference hall in the college premise.
11.	Office Rooms	• To have Suitable office rooms for meeting the needs of all staff members

12.	Laboratories	• To upgrade the integrated research facilities such as laboratories, research centres and Bio-Tech hubs.
13.	Computer	• To upgrade and update Computer centre having a limited computer student ratio.
14.	Cafeteria/ Dining Room/ Mess Facility	• To ensure quality, cleanliness, and hygiene, the cafeteria/canteen facility will be equipped with modern cooking equipment and maintained to the highest hygienic standards.
15.	Games & Sports Facility	• To maintain and upgrade the Playground, indoor stadium and workout centre.
16.	Auditorium	• To upgrade the auditorium with all basic amenities • To upgrade and maintain the conference halls
17.	Hostels	• To maintain the boys' hostel • To maintain existing girls' hostel • To construct one more girls' hostel
18.	Parking	• To maintain the existing parking areas
		• To develop new parking areas to meet the rising demand
19.	Exhibition Hall	• To establish adequate exhibition halls and spaces to support all academic, vocational, and skilling • activities, ensuring that students and faculty have proper venues for presentations and showcases.
20.	Guest Accommodation	• The college will develop a suitable guest house to meet basic requirements, providing comfortable lodging for visitors.
21.	Commercial	• To establish convenience shops for students and staff to access essential items easily. • To develop a shopping complex catering to a broader

		range of shopping needs.
22.	Health and well being	• To strengthen the healthcare facilities of the college • Establishing MoUs with Civil hospitals for providing registered medical practitioners
23.	Student	• To provide student recreation facilities that offer a balanced mix of modern amenities and functional spaces for relaxation and leisure activities.
24.	International student centers/ out of State Students Center.	• To appoint one faculty member as coordinator for out of the State and International Student
25.	Incubation	• To develop in-house industry R&D units • To take collaborative initiatives, fostering innovation and practical learning
26.	Botanical Park/Garden	• To maintain a botanical garden with a documented collection of plants, serving as a resource for scientific research, conservation, and educational purposes
27.	Vocational Education, Training and Skilling infrastructure	• To set up well-equipped spaces, including computer and technology labs, to support vocational education and skill development as part of the curriculum.
28.	Musuem	• To devel a museum for the college

Digital Enablers

Overview:

Bahona College is diligently working towards achieving a comprehensive set of ICT Enablers, serving as foundational pillars for ensuring the quality and standards of its higher education courses and offerings. With the rapid advancement of digitalization, the college recognizes the transformative power of Information and Communication Technologies (ICT) in enhancing internal processes and improving the overall learning experience. ICT has fundamentally changed the systems and processes within educational institutions, significantly impacting education and research activities.

By integrating ICT into its educational framework, Bahona College aims to harness the advantages of digitalization, including increased efficiency, productivity, and lower operational costs. These efforts will enhance the learner experience, boost agility, improve morale, and foster better communication and transparency. The college is committed to leveraging ICT to gain a competitive advantage and facilitate faster decision-making processes.

As the world moves rapidly into digital media and other niche areas of technology, Bahona College acknowledges the growing significance of ICT in education. The college is dedicated to advancing its ICT capabilities to meet the demands of the 21st century, ensuring that its academic programs are delivered with enhanced quality and impact. This strategic focus on ICT will transform the teaching and learning processes, making them more effective and responsive to the evolving educational landscape.

In alignment with NEP 2020, Bahona College envisions investing in the creation of open, interoperable, and evolvable digital enablers in the education sector. These digital enablers will support multiple platforms and point solutions, addressing India's scale, diversity, complexity, and device penetration. By creating a roadmap for ICT integration and adopting requisite modes of learning and teaching using virtual technologies, Bahona College is poised to contribute to the idea of ‘Digital Universities’ and establish itself as a leading institution in the digital age.

Approaches to Digital Achievement: Bahona College is committed to developing and improving innovative digital enablers, establishing a robust ICT framework that enhances the quality and accessibility of its educational offerings. The college recognizes the pivotal role of digitalization in transforming the learning environment and is taking strategic steps to integrate advanced Information and Communication Technologies (ICT) into its operations.

Infrastructure Enhancement: To ensure a strong ICT infrastructure, Bahona College will invest in high-speed internet and comprehensive communication networks in its campus. The computer lab area will be upgraded with multiple internet connectivity options and as a central ICT center to support seamless digital information access.

Advanced Data Management: Bahona College will host data servers, either in-house or cloud- based, equipped with real-time monitoring, robust security measures, and structured Wi-Fi networks. A digital content repository will be established, encompassing diverse coursework, multimedia content, learning games, and AR/VR modules, providing students with a rich and interactive learning experience.

Innovative Teaching and Monitoring: The College will develop an online teaching platform that facilitates two-way communication and advanced tools for monitoring student progress. Additionally, a dashboard will be implemented for real-time monitoring of resources, environmental factors, and infrastructure utilization, ensuring optimal management and enhanced learning outcomes.

Data Privacy and Security Commitment: Adhering to stringent cybersecurity protocols, Bahona College is committed to protecting its digital infrastructure from external threats and natural disasters. The college prioritizes data privacy, ensuring that personal data is processed securely and lawfully, with full recognition of individual rights.

National Integration and Policy Adherence: Bahona College will store credentials in national repositories like Samarth eGov Suite, connecting student and faculty information through unique identifiers in accordance with government norms. The

college will adhere to guidelines set by the UGC and other relevant bodies, ensuring a consistent and trustworthy framework that contributes to national missions and prepares for future growth and challenges.

Implementing Digital Initiatives: Bahona College aims to transition to a paperless system, incorporating digital processing for all educational activities and providing stakeholders with online access. College has used Samarth eGov Suite or Admission processes. College is aiming link student fees collection and other services with the Samarth eGov Suite

Enhancing Digital Presence: Bahona College has a dynamic website, facebook page, instagram account and X/twitter handle and it has improved the digital presence of the college. The college will elevate its digital presence by adopting online teaching systems, computerized examination processes etc. Online networks for alumni will be fostered, and e-placement initiatives will be supported, strengthening the college's digital footprint.

Implementation Strategy: Bahona College is committed to a phased digital transformation, spanning two to four years. This transformation will be achieved through in-house efforts and also by collaborating with experienced IT organizations or EdTech companies, ensuring a smooth and effective transition to a digitally advanced educational environment.

Through these comprehensive efforts, Bahona College is dedicated to developing innovative digital enablers that will significantly enhance the quality of education and overall student experience, positioning the college at the forefront of digital transformation in higher education.

Empowering Learners: Actions for Digital Achievement

S.No.	Types of Digital Infrastructure	Details of Digital Infrastructure & its usage
1.	**Internet usage**	• Connecting the external world through electronic devices for stakeholders, enabling seamless access to global information and resources.

2.	**Website**	• Providing institutional information to the public, ensuring transparency and accessibility.
3.	**Online Messaging Stakeholders' Groups**	• Facilitating vertical and horizontal communication between stakeholders for efficient information sharing and collaboration. • College will use Facebook, Instagram, X, WhatsApp, Telegram etc. for this purpose
4.	**Online Blogs & Sites for Every Course**	• Offering course information and updates on student progress, accessible to stakeholders and the public, enhancing transparency and engagement.
5.	**Wi-Fi Campus**	• Providing universal access to online information across the campus and classrooms, promoting a connected learning environment.
6.	**Online Study Material**	• Developing and distributing study materials in audio, video, and text formats to support classroom teaching. These materials will be available as PDFs for easy reference on smartphones, tablets, or laptops.
7.	**Digital Library**	• Developing and maintaining a digital library, offering memberships to all stakeholders for access to books, periodicals, study materials, magazines, annual/yearbooks, and journals. Collaborations with national and global digital libraries will enhance resource availability.
8.	**Digital Publication**	• College has an in-house publication cell. It will continue publishing books, newsletters, magazines, journal proceedings, and examination papers. • College will adopt open access digital publication practices to reach a global audience.

9.	**Paperless Office**	• Implementing academic administrative software to create an online office environment, streamlining services for stakeholders and reducing paper usage
10.	**Paperless Exams**	• Adopting a digital examination system to eliminate paper waste and enhance efficiency in the examination process.
11.	**Online Evaluation**	• Implementing an automated and digitized online evaluation system to speed up the evaluation process and save evaluators' time.
12.	**Website-Based Result Announcement**	• Providing universal access to results of exams conducted by college through the college website, ensuring timely and transparent dissemination of information.
13.	**NAD Markscards Facility**	• Offering a secure digital academic depository solution for mark cards, enhancing convenience and security for stakeholders.
14.	**Online Admission Test**	• Facilitating a global admission process through an online testing system, expanding the reach of Bahona College to international students.
15.	**Education ERP**	• Integrating various departments of the college through an ERP system for timely exchange and access to information, improving overall efficiency.
16.	**Plagiarism Software Facility**	• Providing access to plagiarism detection software for all stakeholders to ensure academic integrity in documents. • College may collaborate by signing MoU for such facilities.

17.	**Online Digital Magazine & Student Publication**	• Encouraging digital format publications through the college, promoting student creativity and engagement.
18.	**Online Placement (Project, Internship, & Final)**	• Offering universal support for placements through an online platform, facilitating student career development.
19.	**Video Documentation of Each Course & Each College**	• Creating video documentation of courses and college activities for global information access. • Digital Learning Cell and Library of the college to take this initiative.
20.	**Video Documentation on Online Public Platforms**	• Sharing video documentation on public platforms to provide open access to information globally.
21.	**Social media-Based Promotions**	• Utilizing social media for information access and brand-building promotions, enhancing the college's online presence.
22.	**Use of ICCT Underlying Technologies like AI, BA, CC, DS, MB, OC, VR & AR**	• Adopting present technologies such as AI, Big Data, Cloud Computing, Data Science, Mobile Technology, Optical Character Recognition, Virtual Reality, and Augmented Reality to automate services and enhance the learning experience.
23.	**Studio for Video Online Classes**	• Setting up a studio for the digitization of sound and video for online classes, ensuring high-quality educational content delivery.
24.	**Video Conference Facility**	• Providing video conferencing facilities for global information exchange in digital format, fostering international collaboration and learning.

25.	**Online Open Publication System**	• Establishing an open-access publication system to disseminate newly generated knowledge to a global audience, promoting academic exchange and innovation.

Digital Infrastructure to develop and upgrade:

In the next 15 years, Bahona College will embark on a comprehensive plan to develop and upgrade its digital infrastructure. This strategic initiative aims to enhance the academic environment and enrich the digital learning experience for students. By implementing these upgrades, Bahona College will ensure that both students and teachers have access to state-of-the-art ICT facilities, fostering a better teaching-learning environment. The college will follow the outlined timeline to systematically upgrade its ICT facilities, ensuring steady progress and adaptation to emerging technologies.

Period: 2026 to 2028	
Digital Classroom	All departments will have atleast one LCD projector
	At least 4 standby projectors for use in rooms without permanent Projectors
	Install Interactive Boards in atleast 3 digital classroom and in 2 conference halls
Internet Connection	To have three different sources of internet connections for smooth conduct of online activities
Computers	All departments computers will be updated with latest software and high-speed internet
	To upgrade the computers in office and lab with latest software
	To have a dedicated computer for Examination branch
Printers	All departments will have at least one Printer
	To have a dedicated Printer for Examination branch

	To have 5 multi-functional printers at college
Video Conference	To develop a video conferencing room
Cyber security	To ensure comprehensive cyber security
Other	To have access to digital learning sources
	To update ICT infrastructure with basic computer peripherals
	To prepare all the required manuals
	To form all the required committees and bodies

Period: 2029 to 2032	
Digital Classroom	All classrooms will be equipped with LCD Projector
	Install Interactive Boards in all the conference and seminar halls
Internet Connection	To have high-speed internet for all students in all zones in the campus.
Computers	To increase the capacity of computer lab to 200 at a time
	To have 30 computers in the library for students
	To have one server computer
Conference Hall	To develop one state-of-the-art Conference Hall
Language Lab	To develop a language lab

Period: 2033 to 2035	
AR/VR/Metaverse	To have infrastructure for AR/VR classes
	To have infrastructure for introduction of Metaverse
Updated Technology	To upgrade college infrastructure will latest technology
Computers	To have personal computers for all the staff

Institutional Development Plan Actionable Goals

A. Short-Term Goals (1-5 years):

- Standardize and align curricula with NEP 2020 and industry needs.
- Establish research management and IP protection structures.
- Build a robust governance framework with clear roles and responsibilities.
- Launch professional development programs for faculty and staff.
- Implement a student support system, including career counseling, health services, and mentorship.

Mid-Term Goals (3-5 years):

- Foster industry-academia collaboration through joint research projects and internships.
- Increase research funding and collaborations, aiming for national recognition in key research areas.
- Expand infrastructure to include state-of-the-art teaching and research facilities.
- Develop a sustainable financial model with diversified income streams.
- Increase student employability through enhanced industry partnerships and entrepreneurship support.

Long-Term Goals (5+ years):

- Position Bahona College as a national leader in research and innovation.
- Achieve a strong international presence through global collaborations and exchange programs.
- Create a sustainable, world-class campus that promotes innovation and inclusivity.
- Continuously update the IDP based on periodic reviews to reflect emerging educational trends and societal needs.

Monitoring, Evaluation, and Review

- **Monitoring:** Regular tracking of progress against the IDP goals using Key Performance Indicators (KPIs) such as student graduation rates, research output, faculty development, and industry collaborations.
- **Evaluation:** Periodic evaluation of institutional performance through internal and external assessments, feedback from stakeholders, and audits.
- **Review:** Annual and bi-annual reviews of the IDP to ensure it remains aligned with changing national priorities, global trends, and institutional needs.

Summary

The **Institutional Development Plan (IDP)** for Bahona College outlines a strategic roadmap for enhancing the college's academic, research, infrastructure, and governance frameworks. The IDP is built around key enablers, including governance, financial sustainability, academic excellence, research and intellectual property, human resources, collaborations, physical infrastructure, and digital transformation. The plan emphasizes the need for a multidisciplinary, outcome-based curriculum aligned with NEP 2020, faculty development programs, and industry partnerships to enhance employability.

It highlights the importance of a robust research ecosystem, the commercialization of intellectual property, and fostering an inclusive and supportive campus environment for both students and faculty. Infrastructure improvements, particularly in digital and physical spaces, are integral to creating a modern, sustainable campus that fosters innovation and learning. The IDP also stresses stakeholder involvement, resource generation, and periodic reviews to ensure continuous progress and alignment with national educational priorities.

The plan sets clear short-term, mid-term, and long-term goals for Bahona College to achieve, including curriculum standardization, research collaboration, enhanced faculty capabilities, and improved industry-academia partnerships. Monitoring, evaluation, and regular reviews will ensure that the IDP remains adaptable and relevant.

Conclusion

The Institutional Development Plan (IDP) for Bahona College provides a structured and strategic approach to transforming the institution into a center of excellence that not only excels in education but also contributes to societal development through research and innovation. By

focusing on key enablers such as governance, financial sustainability, academic quality, and industry collaboration, the college will create a thriving ecosystem for students, faculty, and staff.

The plan's emphasis on fostering a positive campus culture, improving infrastructure, and integrating technology into all aspects of college operations will ensure that Bahona College remains competitive and future ready. Through continuous evaluation and adaptability, the IDP will enable Bahona College to fulfill its vision of providing a holistic, world-class education that prepares students to be both job seekers and job creators, while contributing positively to society. The IDP is not just a document but a dynamic framework that will guide Bahona College toward achieving its long-term goals of academic excellence, innovation,

Submitted by

Designation in the committee	Name & Institutional Designation	Signature
Chairperson	Dr. Sumbit Chaliha, Principal, Bahona College	
Convener	Dr. Pankaj Bora, Assistant Professor, Department of Political Science & Coordinator, IQAC, Bahona College	
Members	Mr. Ajit Kr. Borah, HoD & Associate Professor, Department of English & Alumni of Bahona College	
	Dr. Manash Jyoti Borah, Associate Professor, Department of Mathematics, Bahona College	
	Dr. Reema Rabha, Assistant Professor, Department of Economics, Bahona College	
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