INSTITUTIONAL DEVELOPMENT PLAN

(Based on NEP 2020 and UGC Guidelines)

2025-2035

MAHARASHTRA COLLEGE OF ARTS, SCIENCE AND COMMERCE

MUMBAI-400008

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KHAIRUL ISLAM HIGHER EDUCATION SOCIETY'S,

MAHARASHTRA COLLEGE OF ARTS, SCIENCE AND COMMERCE

MAHARASHTRA COLLEGE OF ARTS, SCIENCE AND COMMERCE, 246-A, JAHANGIR BOMAN BEHRAM MARG, MUMBAI-400008.

Khairul Islam Higher Education Society's Maharashtra College of Arts, Science and Commerce was established in 1968 with a vision to bring higher education to the doorsteps of the economically underprivileged students, especially belonging to the Muslim minority, emphasizing on their all-round development.

Since last five and a half decades Maharashtra College has remained a pioneer institution in the minority dominated locality of South Mumbai and has played a pivotal role in bringing the cultural change within the community through imparting value-based education. The college runs 27 Graduate and 11 Post-Graduate programs. The College is a recognized Research Centre, granting Ph.D degree in the subjects of Urdu, Commerce and Botany. Certificate Courses are also offered to students. Emphasis is given to provide equal opportunities for every student to explore their talent not only in academics but also in co-curricular and extracurricular activities.

Currently, around 2500 students are enrolled in the degree section. The College has a well-qualified, experienced and committed teaching staff. The dedication of the institute towards environmental sustainability is well known since it has been the first educational institute in South Mumbai and one of the first in the State of Maharashtra to power its electricity requirements completely from solar energy. Maharashtra College's Center for Acceleration of Research and Entrepreneurship is an Incubation Centre set up under the Startup India Action Plan. It is committed to growing a collaborative entrepreneurial network by providing a one-stop support system for start-ups. NCC Girls Unit has won many laurels for the College. The College Principal has been awarded as 'Excellent Principal' by Thakur College, Mumbai and many other awards. The College aims to equip students with a moral and intellectual outlook and inculcate in them the highest principles of unity and national integration. The College attaches great importance to the dissemination of learning and an all-round development of the personality of its students.

Vision

To bring higher education to the doorsteps of the economically underprivileged students, especially belonging to the Muslim Minority, emphasizing on their all-round development.

Mission

- To provide opportunities for higher education especially to girls from Muslim Community within their locality.

- To disseminate quality education to equip the students with tools of gainful employment.

- To encourage and inspire teachers and students to attain excellence in education.

- To develop moral and intellectual outlook among students and inculcate principles of unity and national integration.

Institutional Strength

- The College offers multiple programs from Undergraduate level to Doctorate. At present, 41 academic programs are available.
- It caters to higher educational needs of large number of students.
- Well qualified and dedicated staff is engaged in imparting education, out of which 70 per cent are doctorates
- Linguistic abilities of students are developed by offering courses in varied languages like English, Hindi, Marathi, Urdu and Arabic.
- Establishment of Incubation Centre in the College promotes entrepreneurship among students and instigates start-ups.
- The Solar Power Plant installed in the institute is the largest among other city colleges.
- The institution showed resilience during the pandemic by successfully carrying out teaching, learning and evaluation for all students.
- The College has signed MoUs with distinguished institutions for collaborative activities in learning and research.
- Many workshops, seminars, webinars and conferences are organized by IQAC and various departments of the College for students and staff.
- There is strong representation of the faculty members at academic and administrative bodies of the University of Mumbai and autonomous colleges.

- Extension activities are conducted by staff and students, in association with NGOs and Government authorities for neighborhood and society. These services have been recognized and rewarded.
- The College has active NSS and NCC units for boys and girls and Department of Lifelong Learning, who have won laurels for their performance.
- Ample opportunities are provided for students for participation in co-curricular and extra-curricular activities.
- Direct company recruitment and Job fairs are organized to provide placement services to students.
- Feedback from students, parents, teachers, alumni and employers is collected and analyzed.
- Large number of research papers by faculty members are presented at conferences and published in reputed journals.
- Patents have been filed by faculty members.
- As a welfare measure, College extends financial assistance to students, non-teaching and teaching staff.
- The library acts as a learning resource, housing 72000 books, apart from journals, magazines, e-books and other e-resources.

INSTITUTIONAL DEVELOPMENT PLAN

Curriculum Development

Vision Statement:

To design and implement a flexible, inclusive, and forward-looking curriculum that ensures academic excellence, nurtures social responsibility, fosters research and entrepreneurship, and prepares learners for a dynamic and multidisciplinary world, in alignment with NEP 2020 and NAAC benchmarks.

Goal 1: Leverage Autonomy for Curriculum Innovation

Strategies:

- Redesign UG and PG curricula across Arts, Science, Commerce, IT, CS, and Management with local relevance and global perspective.

- Introduce **interdisciplinary courses** (e.g., Political Science + Data Analytics, Commerce + AI Applications, Psychology + ICT Tools).

- Implement **Choice Based Credit System (CBCS)** and **Academic Bank of Credits (ABC)**.

- Promote **multiple entry-exit options** and modular certifications aligned with NEP 2020.

Goal 2: Embed Employability and Entrepreneurial Skills

Strategies:

- Integrate **industry-relevant certifications** like Tally, GST, Advanced Excel, Python, Web Development, Digital Marketing, etc.

- Include **internships**, **field-based projects**, and **industry case studies** across streams.

- Partner with **Maha CARE (College Incubation Centre)** for **entrepreneurship development**.

- Offer **bridge and add-on courses** to enhance workplace readiness and professional ethics.

Goal 3: Promote Research and Inquiry-Based Learning

Strategies:

- Introduce **student research projects** and **mini dissertations** at UG and PG levels in Science, Arts, Commerce, and IT.

- Launch **Honours tracks** or research-intensive electives for high-achieving students.

- Encourage interdisciplinary seminars, collaborative research, and project-based assignments.
- Align course components with **SDGs** and **local urban community issues** (e.g., sustainability, education, women's empowerment).

Goal 4: Foster Holistic and Value-Based Education

Strategies:

- Make foundational courses in **Environment Studies**, **Ethics**, **Human Rights**, and **Gender Sensitization** compulsory.
- Integrate modules on **Indian Knowledge Systems**, **local culture**, and **constitutional values** in Arts and Commerce.
- Offer **life skills**, **emotional intelligence**, and **soft skill training** across disciplines.
- Promote community engagement and **service learning**, particularly through NSS and interdepartmental initiatives.

Goal 5: Embrace Digital and Blended Pedagogy

Strategies:

- Integrate **Learning Management Systems (LMS)**, online assessments, and e-resources into teaching-learning.
- Offer **credit transfer from SWAYAM/NPTEL MOOCs** in elective categories.
- Develop in-house **e-content repositories**, lecture videos, and digital tutorials.
- Promote use of **virtual labs** in science, **code simulators** in IT/CS, and **financial tools** in Commerce.

Goal 6: Ensure Inclusive and Equitable Curriculum

Strategies:

- Design accessible content for **diverse learners**, including bridge courses and remedial support.
- Translate key documents or learning material into **regional languages** where needed.
- Promote **gender equity**, **social justice**, and **inclusive practices** through course content and pedagogy.
- Encourage curriculum offerings that address **local socio-economic needs** of South Mumbai communities.

Goal 7: Institutional Mechanism for Curriculum Governance

Strategies:

- Form **Boards of Studies (BoS)** in all departments with representation from faculty, alumni, industry, and subject experts.

- Constitute an empowered **Academic Council** to approve, revise, and monitor curriculum activities.

- Collect and act on **curriculum feedback** from students, teachers, alumni, and employers.

- Review curriculum **every 3 years** and ensure alignment with **national academic and regulatory frameworks**.

Goal 8: Global Exposure and Future Readiness

Strategies:

- Benchmark curriculum with **leading national and international institutions**.

- Include **foreign languages**, **global economics**, and **cross-cultural communication modules, especially in Arts and Management.**

- Prepare students for **global certifications** (e.g., Google IT Certificates, AWS Cloud, etc.).

- Encourage **faculty exchange** and international collaborations for course design and joint delivery.

Teaching, Learning and Evaluation

Teaching, learning, and evaluation form a symbiotic and indispensable triad in the educational process. Effective **teaching** serves as the foundation, where educators strategically design and deliver content, fostering an environment conducive to intellectual growth and skill development. This, in turn, facilitates profound **learning**, enabling students to acquire knowledge, develop critical thinking abilities, and apply concepts in meaningful ways. Finally, robust **evaluation** acts as the crucial feedback loop, assessing the efficacy of teaching methodologies, measuring the extent of student learning, and identifying areas for improvement for both educators and learners. Together, these three pillars ensure a continuous cycle of improvement, driving academic excellence and shaping competent, well-rounded individuals.

Goal I. Faculty Development and Excellence
Strategies:

- **Professional Development Workshops & Training:**
  To equip faculty with the latest pedagogical skills, subject-matter expertise, and research capabilities.

- **Research Promotion and Support:**
  Seed funding for faculty research projects.
  Support for presenting papers at national/international conferences.
  Subscription to research databases and journals.
  Mentorship program for young researchers.

- **Peer Learning and Mentorship Programs:**
  Senior faculty mentor junior faculty.
  Inter-departmental peer observations.

- **Sabbatical and Higher Education Opportunities:**
  Encourage and support faculty to pursue higher studies (Ph.D., Post-doctoral research) or undertake sabbaticals for research and professional development.

- **Performance Evaluation and Recognition:**
  Transparent and merit-based faculty performance appraisal system.
  Awards for outstanding teaching, research, and service.

Goal 2: Curriculum Enrichment and Innovation.
Designing and implement a dynamic curriculum that is relevant to industry needs, promotes critical thinking, and fosters interdisciplinary learning.

Strategies:

- **Regular Curriculum Review and Updates:**
  Involve industry experts, alumni, students, and subject matter specialists.
  Incorporate emerging trends, industry requirements, ethical considerations, and global perspectives.
  Teaching-learning material to be made available for the special needs of PwDs.

- **Introduction of Interdisciplinary and Multidisciplinary Courses:**
  Offer elective courses from other departments, encourage collaborative projects between different disciplines, design interdisciplinary programs.

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- **Emphasis on Experiential Learning:**
  Internships, industry projects, case studies, simulations, field trips, laboratory work, community service learning.
  Forge strong collaborations with industries, NGOs, and research institutions for enhancing practical skills, real-world experience, enhanced employability.

- **Integration of Technology and Digital Literacy:**
  Include modules on data analytics, artificial intelligence, cybersecurity, digital marketing, etc., relevant to each discipline.
  Utilize online learning platforms, virtual labs, educational software.

- **Outcome-Based Education (OBE) Implementation:**
  Clearly define learning outcomes for each course and program.
  Align teaching and assessment methods with intended learning outcomes.

- **Mapping Learning Outcomes to Assessments:**
  Provide relevant and updated course material and books
  Evaluating holistic learning of students through Question Banks
  Continuous assessment through periodic assignments and internal class participation.
  Assessments through online, offline or hybrid mode.

- **Value-added Skill Enhancement:**
  Design modules for personality and character development.
  Introducing skill-based courses for professional development

Goal 3: Student Support and Development

To provide comprehensive support services that cater to the academic, professional, and personal growth of students.

Strategies:

- **Academic Support Services:**
  Tutoring centers, academic advising, peer mentoring, remedial classes.
  Access to online learning resources, e-journals, digital libraries.

- **Career Counseling and Placement Services:**
  Resume building workshops, interview preparation, mock interviews, career fairs, aptitude tests.
  Establish strong ties with prospective employers.

- **Soft Skills and Personality Development:**
  Workshops, guest lectures, extracurricular activities to be organized on Communication skills, leadership training, teamwork, problem-solving, critical thinking, emotional intelligence, etiquette.

- **Mental Health and Well-being Support:**
  Foster a supportive and inclusive campus environment through Professional counseling services, stress management workshops, mindfulness sessions, awareness campaigns.

- **Entrepreneurship and Innovation Cell:**
  Provide mentorship, resources, and seed funding for student startups.
  Organize Idea generation competitions, entrepreneurship workshops, industry visits.
  Fostering an entrepreneurial mindset, creation of new ventures.

- **Student Grievance Redressal Mechanism:**
  Transparent and accessible system for addressing student concerns and grievances.
  Fair and just resolution of issues, student satisfaction.

Goal 4: Infrastructure and Resources Enhancement

To provide state-of-the-art infrastructure and resources conducive to effective teaching, learning, and research.
Strategies:

- **Modernization of Classrooms and Laboratories:**
  Enhanced learning experience through Smart classrooms (projectors, interactive whiteboards, audio-visual equipment), well-equipped laboratories with advanced instruments.
  Regular maintenance and upgradation of existing facilities.

- **Library Modernization:**
  Extensive digital library resources (e-books, e-journals, online databases).
  Conducive and comfortable reading spaces.

- **IT Infrastructure and Connectivity:**
  High-speed internet connectivity across the campus.
  Robust Wi-Fi network, sufficient computer labs, updated software.
  Data security and privacy protocols.
  Seamless access to digital resources, efficient administration.

- **Sports and Recreational Facilities:**
  Holistic development, physical well-being through well-maintained sports grounds, indoor recreational facilities, gymnasium.
  Encourage participation in sports and extracurricular activities.

Goal 5: Community Engagement and Social Responsibility

To foster a sense of social responsibility and contribute to the local community.

Strategies:

- **Community Outreach Programs:**
  Encourage student and faculty participation Literacy programs, health camps, environmental awareness campaigns, skill development for local communities.

- **Industry-Academia Collaboration:**
  Collaborative research projects, consultancy services to local industries.
  Provide internship opportunities for students in local industries.
  Knowledge transfer, mutual benefits for academia and industry.

- **Alumni Engagement:**
  Establish a strong alumni network.
  Encourage alumni to contribute to college development through mentorship, guest lectures, and financial support.

Research, Extension and Collaboration

Vision: To transform the institution into a hub of innovative, interdisciplinary, and socially impactful research.

Mission:

The IDP for research and innovation aims at encouraging original research and innovation by fostering industry-academia collaboration and enhance research capacity of faculty and students by addressing local, national, and global challenges.

Goal 1: Research and Innovation:

Strategies:

- In order to foster a culture of research, scholarship, and innovation in an HEI, the institution should develop a well-balanced **Research Triangle,** consisting of the **researcher,** the **research infrastructure,** and a viable environment in the form of **financial assistance** for the research work.
- **Managing Resource Allocation**: Fair and prompt resource allocation including funding, facilities, and personnel, to support research activities. The Research Development Cell of the institution should develop a close-knit support system with funding agencies, donors, and stakeholders to secure research grants, contracts, and attract other sources of funding to support faculty research projects and initiatives.
- **Developing a strong Research Infrastructure and allied facilities**: Managing and maintaining research infrastructure and facilities, such as laboratories, research centres, and specialized equipment. The research labs should be equipped with the modern instruments and tools. To collaborate with other national and local institutes to develop shared space for research work. To ensure that these facilities meet the needs of faculty researchers and comply with relevant safety and regulatory standards.
- **Initiating Partnerships and Collaborations**: Foster partnerships and collaborations with external organizations, industry partners, government agencies, and other universities to enhance research opportunities and maximize the impact of research outcomes. Further, involve in establishing research consortia, joint research projects, and technology transfer agreements.
- **Developing a strong Research Ethics and Compliance System**: Adherence to strict ethical standards for all types of research activities, regulatory requirements, and institutional policies should be developed to ensure quality research. The HEI should provide with periodical research ethics review process, promote responsible conduct of research, and address any compliance issues or concerns. The HEI should also

have its plagiarism checking tools and infrastructure for supporting ethical research for its researchers.

- **Maintaining balance between Research Output and its Impact**: Develop a viable research ecosystem to track publications, patents, citations, and other metrics of research productivity and impact, and communicating these achievements to internal and external stakeholders.
- **Research Journal:** The institution can launch a new in-house journal for promoting new research in the form of article/ paper publication.

Specific Measures:

For Faculty-

- Enhance Seed money scheme by providing 1 lakh rupees for research to the entry level Assistant Professors.
- Extend the Research incentive scheme to UGC care listed journals.
- Encourage faculty members to participate in national & international conferences using RIF scheme.
- Recognize young faculty members for publishing in high impact journals byway of an award or citation.
- Sign new MoUs with international HEIs for exchange of faculty and students for research.
- Encourage collaborations with researchers in top Universities in the world.
- Organize Orientation/ short/ refresher/ FDP/ FIP programmes for faculty.
- Encourage non-PhD faculties to register for PhD in good institutions.
- Encourage interdisciplinary research projects.
- Inspire faculty members to take up local research problems in the state.
- Encourage faculty to participate in workshops, conferences, summer/
- winter school at national and international level for short term duration.
- Encourage participation in government funded missions and thematic research clusters.
- Archive faculty research for global visibility.

For students-
- Organise regular workshops on research methodologies and tools.
- Develop certificate courses on research methodologies, tools and on other allied areas.
- Provide financial assistance in the form of scholarships for paper presentation at seminars and conferences.
- Encourage interdisciplinary and socially relevant research.
- Develop industry linkages for internship on research topics.
- Evaluate research progress, identity gaps and re strategize.

- Archive student research for global visibility.
- Showcase achievements and facilitate knowledge sharing.

Goal 2: Expansion of Extension Services
Strategies:

- Integrating extension activities with education and research to foster a socially responsible academic environment.
- Promoting sustainable and inclusive community development.
- Strengthening and expanding the NCC boys and girls Units, NSS Units, Sarus Nature Club, Green Club and Climate Preservation etc.
- Formulating legal literacy, gender equality workshops for gender and social justice.
- Engaging with underdeveloped socio-economic and tribal communities.
- Developing environment sustainability by planning Plantation drives, waste management awareness programmes and climate change education.
- Fostering livelihood and skill development programmes by introducing vocational training programmes for community women and entrepreneurship development.
- Managing disaster preparedness and relief programmes.
- Collaborating with NGOs, local bodies and other community development
- Observing important national and international days to create social awareness amongst all the stakeholders.
- Strengthening student involvement in all the community driven activities to increase their sense of social responsibility.

Goal 3: Extension of Collaboration
Strategies:

- Establishing industry advisory boards to provide guidance on curriculum development, research priorities, and skill requirements.
- Facilitating industry-sponsored projects for both teachers and post graduate students, internships, and training programs to bridge the gap between academia and industry.
- Organizing industry-academia conclaves, seminars, and networking events to facilitate knowledge exchange and collaboration.
- Developing skilled based certificate courses with the help of local small scale and medium industries.
- Developing well planned job fairs and training programmed with industries.
- Strengthening media linkages for developing internship programmes for students in media industry.

Infrastructural Development

Goal 1: Upgradation of Physical Infrastructure

Strategies:

- Up-gradation of Networking and Wireless networking in each Labs and Classrooms.

- Upgradation of Solar Systems on the rooftop of college building.

- Facilities for Girls Common Room:
    - Sanitary napkins box in each department.
    - Proper availability of the First Aid Box in each department.
    - Proper disposal of the Waste Management.

- Renovation of Laboratories for Graduate, Postgraduate and Doctor degree students.

- Development of Basic Health facilities and Gymkhana facilities for mental health like psychosocial counselling and wellbeing canters.

- To arrange Various Green Campus programmes through different committees such as green club, Sarus Nature club and NSS.

- Proper sewage systems and Waste disposal facilities of electrical components and chemicals should be arranged.

- Encourage environmental stewardship and reduction of energy waste to all stake holders.

- Proper electricity grids should be maintained within campus premises.

- Campus are accessible for Persons with Disability (PwD).

- Career Counselling Centre and Cultural Activity Centre can be developed.

- The campuses should support integration of all genders and promote zero tolerance for gender-based discrimination, ragging and bullying etc including on social media bullying.

Goal 2: Advancement of Digital infrastructure:

- Web enabled Modern Classrooms with audio visual facility and interactive boards.

- Library Automation and Digitization.

- Promote Digital Learning and teaching.

- Improvement of Information and Communication Technologies (ICT) based systems.

- ICT has fundamentally changed the systems and processes of nearly all forms of institutes within their learning activities and governance.

- To create a road map along with requisite modes of learning and teaching using the ICT and virtual technologies.

- To digitize admission process and examination process for more transparency.

Students Engagement Activities, Counselling and Placement

Student engagement involves activities like pre-departure briefings and access to peer-to-peer communities, fostering a sense of belonging and preparedness. Counselling is at the core, with expert advisors providing personalized guidance on selecting the right course and destination based on a student's profile and goals. Placement is the successful outcome, with IDP's extensive network of partner institutions facilitating the application process and ensuring a good match.

Goal 1: Increase in Student Engagement Activities

Cultivate a dynamic and inclusive campus community that fosters holistic student development, leadership skills, and a sense of belonging by involving students in curricular and non-curricular activities.

Objectives:

- **Increase Student Participation:** By the end of the next academic year, increase student enrolment in co-curricular and extracurricular clubs and societies by 25% through a comprehensive awareness campaign and by providing seed funding for at least five new student-led initiatives.

- **Form Forums/Committees:** Each department should have departmental forums/committee consisting of faculty and students

- **Enhance Leadership Development:** Launch a formal student leadership program within the next two years, offering training on communication, conflict resolution, and project management to at least 100 students annually.

- **Promote Diversity and Inclusion:** Organize a minimum of three diversity and inclusion events per semester, such as cultural festivals, awareness workshops, and guest lectures, to celebrate the rich tapestry of the student body.

- **Strengthen Student Feedback Mechanisms:** Establish a quarterly town hall meeting with student representatives and a digital suggestion box to gather student input on campus life and implement at least two student-suggested improvements per semester.

- **Grievance handling Mechanism:** Create or upgrade and efficient mechanism for student's suggestions and feedback

Goal 2: Provision of Counselling Services

Provide accessible, confidential, and comprehensive counselling and wellness services that support students' mental health, academic success, and personal growth.

Objectives:

- **Expand Counselling Capacity:** Increase the number of available counselling slots by 30% within the next three years by hiring additional licensed counsellors and establishing a peer-support network.

- **Improve Accessibility to Services:** Implement a user-friendly online portal for students to book counselling appointments and access a library of self-help resources, with a target of 80% student awareness and a 50% increase in digital resource usage.

- **Proactive Mental Health Education:** Conduct at least four mental health and wellness workshops annually on topics such as stress management, anxiety, and time management, targeting an attendance of at least 150 students per workshop.

- **Foster a Supportive Environment:** Collaborate with faculty and staff to train them in mental health first aid, aiming for at least one certified mental health first aider in each department to serve as a resource for students.

- **Organising Guest lectures:** Organise lecture series of successful businessman

Goal 3: Enhancement of Placement Opportunities

Achieving a high rate of successful placements and internships.

Objectives:

- **Increase Internship Opportunities:** Increase the number of formal industry partnerships by 20% within two years to secure a wider range of internship and project opportunities for students.

- **Workshops:** Organise workshops on how to prepare for interview, workshops on startups for self-employment and developing entrepreneurship skills.

- **Enhance Career Readiness:** Conduct a series of career development workshops (e.g., resume building, mock interviews, and professional etiquette) each semester, ensuring at least 90% of final-year students participate in one or more workshops.

- **Improve Placement Rate:** Achieve a minimum placement rate of 95% for all eligible graduates within the next three years by aligning the curriculum with industry needs and providing targeted career guidance.

- **Placement Fare:** Organise placement fare for students

- **Develop an Alumni Mentorship Program:** Launch a formal alumni mentorship program to connect current students with experienced professionals, facilitating networking and providing practical career advice. The objective is to pair at least 50% of final-year students with an alumni mentor.

- **MoUS:** Should sign MoUs with reputed firms and industries to strengthen industry placements.

- **Industrial visits:** Planning industrial visits to local industry so as to give practical exposure to the students while learning.

Efficiency in Governance Mechanism

Governance enablers are important for ensuring transparency, answerability of all stakeholders, participative management in all significant matters and effective decision-making in the hours of need. Through these enablers we encourage all the stakeholders to come forward and be a part of the institution. This process helps the institution guarantee quality assurance and makes systemic improvements in the system. They also create an ambience that lays foundation for sustainable growth, academic excellence and innovative thoughts. They help us maintain regulatory standards of the college and also assist us in making the system more effective and productive for one all.

Goal 1: Structuring of the System of Governance

Management Committee:

- The Management Committee should work in accordance with the rules and regulations of Central and State Governments.

- They should be the highest authority in decision-making.

- They should consult all stakeholders and make any decision after that.

- Each plan should be well discussed and well thought of and bear in mind the welfare of the institution.

- Committees like College Development Committee (CDC) and others should work in tandem with the management to discuss and decide various issues pertaining to the institution.

Advisory Council:

- Apart from CDC, there an AC (Advisory Council) needs to be constituted.

- The work of an Advisory Council should be to study, scrutinize and analyze policymaking. Especially at the time of drafting.

- They should function as a link between the institution and the society at large, by giving advice and suggestions for qualitative and quantitative development of the college.

- They also should bring the needs and requirements of society to Management, Principal and teaching staff, so that their valuable suggestions are incorporated in the academic plan each year.

- **External Advisory Board:**

  The institution should have an External Advisory Board, which should be comprised of industrialists, academicians, people from corporate sector and governmental officers to advise on the curriculum and various other aspects of planning in the institution. At least yearly meetings of this board should be called to strategize the plans for the institution.

- **Finance Committee:**

  The Finance Committee should take care of the financial issues of the institution. It should also monitor a mechanism to resolve the grievances, if any. It should keep a tab on internal and external audits and check the updates on these two fronts.

- **Board of Studies:**

  BoS of different departments should be the best example of governance. They should function in uniformity and maintain the diversity, as per the requirements of their subjects, as well. The chairperson and their members must frame syllabi that caters to the needs of students as per the new era. The NEP 2020 has ushered in the developments that could lead to an all-round development of every learner in true sense.

Now, it is the duty of the BoS to form syllabi in such a way which provides each learner an opportunity to seek knowledge of his or her interest.

Goal 2: Quality Assurance

The IQAC should play the most crucial role in maintaining the quality of education in the institution. It must work in accordance with the rules laid by NAAC to ensure Quality Assurance in all activities conducted by the institution.

Goal 3: Installation of Learning Management System:

The institution must set its eyes on the dream of complete digital India. And the best way to attain this goal is to prepare a paperless office in future. An automated Learning Management System (LMS) that helps teaching, learning, exam-related work and evaluation of all academic sections could make this work very simple. Digital platforms should be used to organize educational activities. Similarly, the operating and governance activities of HR, Accounts, students' welfare and others will be undertaken through a common digital platform-ERP.

Goal 4: Good Governance

Strategies:

The institution must adopt certain policies that:

- Strengthening the educational system,
- Uproot the evils like ragging, etc.,
- Plants the seeds of patriotism, fraternity and equality,
- Helps each learner bring out what is best in him/her,
- Creates an ambience of learning without any discrimination based on religion, caste or creed,
- Provides creative opportunities to learners to showcase their talents,
- Focuses on Curricular aspects, without neglecting co-curricular and extra-curricular activities.

And to achieve these goals, preparing strategies, that are resolute as well as flexible, is necessary. Some points that may help in preparing strategies are as follows:

- **Decentralization:**

  The institution must practice decentralization in letter and spirit. Participative management not only ensures the involvement of each and every stakeholder, but it also helps everyone learn the art of shouldering responsibilities and learning how to handle them – especially, in adverse situations.

- **Discipline Strategy:**

  Formation of Internal Committee, Women Development Cell, Grievance Redressal Cell, Ant-Ragging Cel, Discipline Committee should be an encouragement to those who have been wronged. Any injustice done to someone on the basis of gender or any other aspect should be dealt with sternly. These committees should chalk out a plan that provides enough fodder to take strict action against any offender. This will restore the trust of one and all in the governance of the institution and will deter the future offenders from committing any cruelty against anyone.

Fundraising and supportive services

Most of the students at Maharashtra College come from the economically challenged families, wherein meeting ends is a challenge, let alone the expenses involved in education. There is a good number of students who earn and learn. Moreover, a substantial number of students lack a strong educational background. In the wake of the mentioned situations, it becomes necessary to have fundraising and support services for students and other stakeholders of the institution. As most of the students are from financially challenged backgrounds, it is a demanding task for the institution to get funds easily. There is a need to identify the core areas where funds are required to facilitate supportive services that ensure the best possible environment for the overall development of the students. The institution is already working to provide a supportive environment for effective learning for the extremely needy students. The intent is now to bring more students under this supportive umbrella.

Purpose for fundraising and supportive services:

Short-term goals:

- Financial assistance for the payment of students' fees.
- Financial assistance for the outreach programs
- Smart classrooms.
- State-of-the-art laboratories.
- Facilitate the upgradation of employees' education.
- Interest-free loan to the college employees
- Internet facility for the students.
- Access to quality journals for the faculty and students.
- Prompt medical assistance in case of an emergency.
- Provision of full-time sport coaches and health care providers.
- Revamp of the existing laboratories to accommodate future upgradations.
- Training centers for the preparation of competitive exams and the development of soft skills.
- Facilitate excursions, visits, field work, and community engagement programs.

Long-term goals:

- Collaborations with industry for research projects and placements.
- Research grants for the students and faculty.
- Central instrumentation lab facility.
- Language Lab facility.
- Ensure mental, physical, and social well-being of the students and other stakeholders.
- Canteen facility
- Day-care center facility.

- Upgradation of sports facilities.
- Environment-friendly environment.
- Hassle-free administrative work.
- Constructive, inclusive, and safe environment for the students and other stakeholders of the institution.

The proposed strategies for the fundraising and supportive services are as follows:

Fundraising strategies:

- Assign personnel and resources to support fundraising events and implement strategies for thanking donors, reporting on impact, and fostering long-term relationships.
- Prepare and implement a comprehensive budget with a timeline for the fundraising events, delineating financial needs, and expected fund generation.
- Expand funding sources: Explore various funding sources like research grants, philanthropy, CSR funding, crowdfunding, and events to ensure a sustainable financial foundation.
- Identify, develop, and maintain long-term relationships with potential donors and funding agencies, understand their interests, and align fundraising efforts with their priorities.
- Develop strong alumni networks and motivate them to be involved in fundraising initiatives through donations, loans, and sponsorships.
- Identify potential research funding and promote research grant writing for the development of state-of-the-art laboratories and a central instrumental facility.
- Reassess the ongoing fundraising programs on a regular basis to ensure that their goals and objectives are achieved as per the needs.
- Develop professional relationships with corporates, research institutes, and industries to avail their expertise. In addition, developing compelling reasons to ensure funding and placement facilities.

Supportive services framework:

- Establish a resolute and well-staffed counselling center to provide confidential and professional mental health support to students and other stakeholders.
- Collaborations with nearby healthcare centers and healthcare experts to ensure the physical and mental health of all stakeholders.
- Provide training to the faculty and staff on mental health awareness and how to identify and support students in distress.
- Strengthen the student support system activities such as mentoring programs, academic advising, and career counseling, to address students' diverse needs.
- Initiate and strengthen peer support networks to foster a sense of community and provide emotional and intellectual support and professional guidance among students.

- Ensure an inclusive and constructive environment by organizing activities that promote national, secular, linguistic, and regional harmony.
- Safeguard that all emotional support services are accessible to all stakeholders, irrespective of their background, identity, or circumstances.
- Collaborations with nearby good day care centers to take care of the children of faculty, staff, and students.
- Purchase of energy-efficient electrical devices and use of sensor-based technology to ensure unwanted waste of electricity.
- Involvement of the students in landscape gardening, plastic-free campus initiatives, garbage management, biodiversity studies, and environment & energy audits.
- Digitalization of the entire administrative work. Availability of user-friendly online processing of the admission and other administrative work for the students and other stakeholders.

Institutional Development Plan