

BISHOP CHULAPARAMBIL MEMORIAL COLLEGE, KOTTAYAM**INSTITUTIONAL DEVELOPMENT PLAN 2025-2035****DRAFT 1**

Name of the Institution	Bishop Chulaparambil Memorial College, Kottayam
Type of College	Aided College with Self-Financing Programs
Affiliating University	Mahatma Gandhi University, Kottayam
Status of College w.r.t. UGC Act	2(f),12 (B) College
Website	www.bcmcollege.ac.in
Management	Corporate Educational Agency of Colleges, Archeparchy of Kottayam
Address	Bishop Chulaparambil Memorial College, Kottayam, Kerala 686001
Date of Establishment	11.07.1955
Number of UG programmes offered in Aided Stream	12
Number of PG programmes offered in Aided Stream	3
Number of UG programmes offered in Self Financing Stream	3
Number of PG programs offered in Self Financing	4

ACADEMIC INFORMATION

UG/PG/ Ph.D programs for the Academic year 2025-2026

Sl. No.	Title of Program	Level (UG,PG, Ph.D.)	Stream	Sanctioned Annual Intake
1.	B.Sc. Mathematics (Hons)	UG	Aided	40
2	B.Sc. Physics (Hons)	UG	Aided	32
3	B.Sc. Chemistry (Hons)	UG	Aided	32
4	B.Sc. Botany (Hons)	UG	Aided	42
5	B.Sc. Zoology(Hons)	UG	Aided	40
6	B.Sc. Home Science (Hons)	UG	Aided	32
7	B.Sc. Food Science and Quality Control (Hons)	UG	Self-Financing	30
8	B.Sc. Computer Science (Hons)	UG	Self-Financing	60
9	B.Sc. Economics (Hons)	UG	Aided	40
10	B.Sc. History (Hons)	UG	Aided	40
11	B.Sc. Sociology (Hons)	UG	Aided	30
12	B.A. English Language and Literature Model I (Hons)	UG	Aided	40
13	B.A. English (Hons)	UG	Aided	24
14	B.Com (Hons)	UG	Aided	50
15	M.Sc. Mathematics	PG	Aided	25
16	M.A English	PG	Aided	12
17	B.Com (Hons)	UG	Self-financing	40

18	M.S.W	PG	Self-Financing	30
19	M Sc Statistics with Data Science	PG	Aided	12
20	M.Com Finance and Taxation	PG	Self-Financing	15
21	M.Sc. Home Science Branch X(A) – Child Development and Behavioural Science	PG	Self-Financing	10
22	PhD in Mathematics	Research		
23	PhD in English	Research		
24	PhD in Commerce	Research		

ACCREDITATION STATUS

Sl. .No	Cycle	Grade	CGPA	Year of Accreditation	Validity
1	1 st Cycle	3 star		2000	04/04/2000-03/04/2005
2	2 nd Cycle	B	2.84	208	0402/2008- 03//02/2013
3	3 rd Cycle	A	3.16	2015	03/03/2015 - 19/02/2023
4	4th Cycle	A+	3.46	2023	20/02/2023 - 19/02/2028

Executive Summary

Initiated in the year 1955 by Rev. Mar Thomas Tharayil, then Bishop of Kottayam, The Bishop Chulaparambil Memorial College, Kottayam, popularly known by the abbreviation B.C.M. College, is a home away from home and a source of inspiration and empowerment for thousands of young minds. It was started as a homage to his predecessor and founder of the St Anne's High School for girls, Mar Alexander Chulaparambil, who visualised the empowerment of families through women. The college has contributed significantly to uplifting the educational, economic and social standards of the state, especially central Kerala. From its humble beginning as a junior college, the college now offers 15 undergraduate programmes, 7 postgraduate programmes and 3 research programmes, and it caters for the overall development of over one lakh women since its inception. The college has undergone four NAAC accreditation/reaccreditation procedures till now. In 2023, the National Assessment and Accreditation Council (NAAC) conferred the college with an A+ grade institution with a score of 3.46 in its fourth cycle of accreditation.

The college is affiliated to Mahatma Gandhi University, Kottayam and is included under sections 2(f) and 12B of the University Grants Commission (UGC) Act 1956. Besides that, the college is recognized under various schemes and agencies in the past like DST under FIST Scheme, RUSA and DST CURIE.

2.2 SWOC ANALYSIS

As part of the National Education Policy (NEP) implementation, the NEP Cell of Bishop Chulaparambil Memorial (BCM) College was entrusted with the task of formulating the Institutional Development Plan (IDP) for the period 2025–2035. The NEP Cell, comprising Ms. Priya Thomas, Dr. Stepby Thomas, and Dr. Jipin V. Jimmy, initiated the developmental

process with a consultative meeting held with Prof. Dr. Thomas K.V, the Principal of the college. Following this, all academic departments were directed to conduct a comprehensive SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis to identify key institutional insights from their respective domains.

In addition to departmental assessments, the NEP Cell facilitated a participatory SWOC analysis that included representatives from the college management, Parent-Teacher Association (PTA), alumnae association, and local industrial stakeholders. This ensured that the institutional planning was inclusive and reflected the perspectives of all major stakeholders in the higher education ecosystem.

The Drafting Committee, after compiling and synthesising all departmental and stakeholder inputs, prepared a consolidated SWOC report. This draft was formally presented on May 5th, 2025, during the pre-planning phase of the IDP development. The presentation was attended by the Internal Quality Assurance Cell (IQAC) team and all Heads of Departments (HoDs), who engaged in a detailed discussion of the findings. The SWOC analysis was unanimously approved by the attendees, marking a crucial step toward data-driven strategic planning.

Based on the approved SWOC report, the NEP Cell undertook a gap analysis to identify institutional priorities and areas needing development over the next decade. From this analysis, a set of strategic goals was articulated to guide BCM College's growth in alignment with national educational objectives and local needs. These goals will form the foundation of the Institutional Development Plan, ensuring the college's sustained academic excellence, infrastructure development, stakeholder engagement, and innovation-driven progress over the coming decade.

SWOC ANALYSIS

Strength

- S1. Fifty out of fifty four permanent teaching staff positions are currently filled.
- S2. Highly qualified faculty members with international exposure.
- S3. Faculty pool with exposure in the Institute of National importance.
- S4. Structured mentoring system in place.
- S5. Faculty and students familiarised with MOODLE.
- S6. Early adoption of OBE and OBE-based assessment by the college.
- S7. Practising higher-order learning in the form of Live labs.
- S8. Preparation of the Question bank by faculty members.
- S9. A large number of Undergraduate programmes.
- S10. The median age of the teaching staff is 35 years.
- S11. The median age of non-teaching staff (NTS) is 32 years.
- S12. The campus maintains a safe and drug-free environment.
- S13. 100 per cent on-campus residential facilities are available for female students.
- S14. Departments are largely financially independent, effectively meeting their consumables and other financial requirements.
- S15. The Social Work department is well-positioned to lead innovative community engagement programs for students.
- S16. Strong collaboration between the Social Work department and various NGOs and social service organizations.

- S17. 30 KVA solar power plant meets 60 % current energy requirement, a 1000 L sewage treatment plant, and a 150000 L rainwater harvesting unit aid in sustainable energy and water use.
- S18. Compact campus layout ensures the safety and security of students.
- S19. The strategic location of the college near the railway station and bus stand ensures easy accessibility.

Weakness

- W1. Five Posts in the NTS are yet to be filled.
- W2. Absence of HR Policy.
- W3. A relatively small number of students are applying for available scholarships.
- W4. There is a noticeable lack of interest and persistence among students in pursuing job placement opportunities.
- W5. Fewer number skill initiatives.
- W6. Low student participation in skill development activities.
- W7. Mentoring mechanisms need significant strengthening.
- W8. Need to strengthen the staff welfare activities.
- W9. Absence of a robust and structured appraisal system that rewards excellence in teaching and service.
- W10. Lack of formal Memorandum of Understanding (MoUs) with research institutions to ensure access to scholarly articles.

- W11.Absence of a financial manual outlining rules and responsibilities related to income generation, sharing, and utilisation.
- W12.Heavy dependence on management funds for infrastructure development.
- W13.Limited research experience among current faculty members.
- W14.Less number of research papers.
- W15.Faculty are not widely perceived as resources for academic or professional consultation.
- W16.Weak alumni engagement and networking.
- W17.Inability to introduce new academic programmes due to restrictive university and government policies.
- W18.University constraints hinder curriculum reforms aimed at making it more industry-relevant and application-based.
- W19.Limitations imposed by the university on implementing innovative assessment methods.
- W20.University policies limit the flexibility of undergraduate programmes due to faculty workload regulations.
- W21.Reluctance among faculty to engage in action research, largely due to infrastructural limitations and fear of not achieving desired outcomes.
- W22.Research and consultancy activities are not contributing to institutional revenue.
- W23.Limited number of experienced teachers in self-financing programmes.

W24.Absence of a corpus fund to provide incentives for research publications, innovations, and book authorship.

W25.Lack of financial support for departments to organize academic conferences.

W26.Limited collaboration and engagement with industry stakeholders.

W27.Research publications are not being translated into actionable outcomes or innovations.

W28.Less number of action research having impact on community.

W29.Financial limitations hinder subscriptions to research databases, e-journals, and academic books.

W30.Lack of outdoor sports facilities on campus.

W31.The absence of dedicated transportation facilities limits cost-effective student participation in sports and cultural events.

W32.Time constraints caused by unforeseen holidays.

W33.Limited access to laptops for students.

W34.Insufficient industry representation on the Department Board of Studies.

W35.Weak functioning and engagement of the Department Board of Studies.

W36.Limited availability of industry-sponsored internships and project opportunities.

W37.Low awareness among faculty members regarding essential 21st-century digital skills.

W38.Lack of robust and sustainable partnerships with industry.

W39.Extension activities often lack considerable outcome and community impact.

W40.The computer laboratory needs to be upgraded.

W41.Limited Wi-Fi coverage in several parts of the campus due to structural barriers such as thick or reinforced walls.

W42.Reduced visibility of activities happening in the college.

W43.Need to strengthen the participation of students in intercollegiate/ interuniversity sports activities.

W44.Cultural /sports/ needs to be fully filled.

W45.Admission from SC/ST/OBC/OEC needs to be increased.

W46.Reluctance among experienced faculty to work in the self-financing stream.

W47.Low student enrolment and weak input across various academic programs.

W48.Lack of research orientation among retired faculty and minimal research output from the current teaching staff.

W49.Lack of a culture of healthy, constructive competition among faculty members.

W50.High attrition rate among faculty members in the self-financing stream.

Opportunities

- O1. Flexible working hours and shift options are available for staff.
- O2. Government grants contribute to employee salary support.
- O3. Multiple ministries under the Government of India are offering funding for research and project-based initiatives.
- O4. The Four-Year Undergraduate Programme (FYUGP) incorporates a strong focus on research.
- O5. FYUGP is enabling the establishment of research centres across all undergraduate departments.
- O6. A significant number of departments are actively promoting multi-disciplinary and inter-disciplinary learning.
- O7. Opportunity to offer Minor and Multidisciplinary Courses (MDCs) under Open and Distance Learning (ODL) options to students from other colleges.
- O8. Recommendation by the NAAC Peer Team to grant autonomous status to the college.
- O9. Close proximity to prominent research institutes such as the Government Medical College, Rubber Research Institute, Industrial Area, Caritas Hospital, and others.

Challenges

- C1. Limited availability of qualified candidates with disabilities to fill reserved faculty positions.
- C2. Insufficient financial resources to conduct orientation/training sessions and offer incentives to staff.

- C3. A shortage of sanctioned teaching posts is expected upon the completion of the FYUGP program.
- C4. Lack of local industries limits opportunities for internships and industry-linked projects.
- C5. Absence of institutional autonomy restricts participation in international exchange programs.
- C6. State government workload policies hinder flexibility in academic engagement for students.
- C7. Admissions are strictly merit-based rather than aptitude-based.
- C8. Government regulations determine the permissible fee structure.
- C9. Government policies influence the funding and approval of minor and major research projects.
- C10. Inadequate space for constructing new seminar halls and expanding other physical facilities.
- C11. Limited accessibility for persons with disabilities across the campus infrastructure.
- C12. Limited implementation of the Four-Year Undergraduate Programme (FYUGP).
- C13. Challenges in offering multidisciplinary programmes.
- C14. Lack of support from universities towards institutional autonomy.
- C15. Insufficient skill competency among faculty members.
- C16. Deviations of the university from the official examination calendar.
- C17. Curriculum design offers limited academic flexibility.
- C18. Insufficient number of sanctioned seats for programs in the self-financing stream.

Strategic Goals

As part of the Institutional Development Plan (IDP), and based on a comprehensive SWOC analysis, the following strategic goals have been identified. The goals were identified by the drafting committee and presented before the stakeholders during the Academic and Administrative planning held on 15th May 2025. These goals are designed to address institutional weaknesses and guide the trajectory of Bishop Chulaparambil Memorial College toward academic excellence, inclusivity, and national relevance over the next decade through well-specific, measurable, attainable and time-bound goals. To ensure focused and achievable progress, the goals have been classified into three phases: **Short-Term (2025–2029)**, **Mid-Term (2029–2032)**, and **Long-Term (2032–2035)**.

1. Transforming the college into a Multidisciplinary Teaching Intensive University

a. Short-term Goal

1.a.1 Academic Autonomy - Governance Enabler

The immediate short-term goal of the college is to secure autonomous status from the UGC. Although the college has already been awarded an *A+ accreditation* by NAAC, the affiliating university has suggested certain recommendations for the upgradation

of the institution to autonomous status. Since most of these conditions have already been met, the college shall apply for autonomy at the earliest.

As part of this process, the following points need to be addressed immediately in the short term:

- i. Restructuring of the Board of Governance
- ii. Appointment of Controller of Examination
- iii. Appointment of Finance Officer
- iv. Constitution of the Academic Council, BOS, and Staff recruitment

We expect the management to meet the points 1. a. i to 1.a.iv, and the criterion VI shall ensure the timely execution of these points in consultation with Management.

1.a.2. Embedding curriculum with Courses on Emerging Technologies, Skill Enhancement and Employability Skills - Academic Enabler

As the Government of Kerala has introduced the FYUGP with a unified nomenclature and structure, the introduction of entirely new programmes may not be possible at present. However, industry-relevant courses can be organised under the **specialisation component**. In this regard, 3/4-credit courses aligned with Industry 4.0 and 5.0 may be introduced under this head. For example, courses such as *Data Science and Machine Learning for Predictive Analytics*, *Green Chemistry and Sustainable Materials*, and *Digital Economy and E-Commerce Analytics* can be offered as specialisation options to enhance the employability and industry readiness of students.

Establishment of the Centre for Future-Ready Curriculum and Competency Building (CFCCB)

- v. **Restructuring of curriculum aligned with NEP 2020**
 - vi. Involvement of Industrial experts in curriculum design and implementation
 - vii. **Design courses to suit Industry 4.0/5.0**
 - viii. Design curriculum embedded with Skill, emerging technology, vocational education, training, and application-oriented.
 - ix. Appropriate mechanism for periodic upgradation of curriculum
 - x. Modularisation of curriculum to enable multiple entry/ exit
 - xi. knowledge- centered; innovation-centered; and community centered curriculum.
 - xii. Regular feedback on curriculum
-
- Ensure accountable curriculum delivery through a session-wise teaching plan, its mode of transaction, outcome delivery, etc.
 - Preparation of the question bank and ensuring the quality of the questions.
 - Promoting student-centric education and ensuring the effective attainment of graduate outcomes and Programme Specific Outcomes.
 - Introducing technology in the form blended mode of learning, Creation and delivery of digital content
 - Innovative evaluation Strategies that include application-based models
 - Revision and documentation of Graduate attributes, PEO, PSO, CO and micro outcomes of each session
 - Develop a mechanism for OBE evaluation and attainment.

- The college shall augment programmes at the rate two per year for four years from the second year after awarding with autonomy. The programmes of relevance then can be augmented. The introduction of new programmes will help the college to have more than 3200 students by 2030. Programmes may be introduced in collaboration with Carithas Institute of Health Sciences and other industries.
- Education-based programmes (ITEP) can be started in addition to the other programmes suggested to start in the previous section.
- Introduction of more research degree programmes with the introduction of FYUGP. In the short-term plan we would like to elevate all our departments with sufficient workload to the research department.

b. **Mid term Goal- Degree Awarding Autonomous College**

c. **Long Term Goal- Multidisciplinary Teaching Intensive University**

2. Institutional Accreditation and Ranking - Governance Enabler

a. Short Term

- i. The college should be ranked among 150 colleges in the NIRF Ranking.
- ii. The college should maintain ISO certification and get an energy and green audit done.
- iii. The college should improve its performance in NAAC Accreditation.
- iv. The college should aim to improve its ranking and secure a position among the top thirty institutions in the KIRF (Kerala Institutional Ranking Framework).
- v. The Internal Quality Assurance Cell (IQAC) shall develop and implement a comprehensive assessment strategy to evaluate and grade

departments based on their performance across key domains, including academics, co-curricular activities, extension initiatives, student support services, and research and innovation. This should include compliance with the institutional development goals. The departments should be ranked once in two years based on the performance in these metrics.

b. Mid term Goal

- i. College should improve its presence in NIRF Ranking to top 100.
- ii. The college should strive to attain Level 3 status under the NAAC's proposed Maturity-Based Graded Levels (MBGL), signifying demonstrated maturity in governance, research, and academic standards.
- iii. The college should aim to improve its ranking and secure a position among the top twenty institutions in the KIRF (Kerala Institutional Ranking Framework).
- iv. All departments that meet the eligibility criteria shall be mandated to undergo department-wise accreditation in accordance with the relevant regulatory guidelines.

c. Long-term goal

- i. College should be among the top 50 colleges in NIRF
- ii. The college should aim to improve its ranking and secure a position among the top ten institutions in the KIRF (Kerala Institutional Ranking Framework)

- iii. The college should aim to be ranked as the institute of National importance in the proposed NAAC accreditation.
- iv. Should participate in Times Higher Education (THE) Impact Rankings & QS Stars

IQAC shall be responsible for the timely execution of the targets under this head. IQAC Coordinator shall coordinate the team and will be responsible for briefing the progress to the authorities.

3. Empowering Teaching Practices to Elevate Outcomes and Enhance Student Engagement - Human Resource Enabler

a. Short term

- i. Develop a mechanism to maintain a pass percentage above 90 %
- ii. Placement & progression from the 2028 graduation batch should be above 90%.
- iii. Instituting the Pedagogical Excellence award
- iv. At least one five-day faculty development program every year, equipping teachers with 21st Century skills (Learning and Innovation Skills - 4 C's, IMTs's, FLIPS), and advanced Pedagogy should be organised by the IQAC.
- v. Prepare and publish induction protocols for students and the staff.

b. Mid Term Goals

- i. Develop a mechanism to maintain a pass percentage above 95 %

- ii. Maintain or improve the placement/ progression rates
- iii. Organize at least three placement drives of top-tier companies on the campus every year.

**4. Increasing Research output of College (Research and Development Cell)-
research methodology - Research and IPR Enabler**

a. Short Term

- i. Minimum of one Publication in SCOPUS/WoS Indexed per faculty during 2025-26 and minimum of two publications per year during the remaining short-term period.
- ii. One International and one National Research conference should be organised by RDC every year.
- iii. A workshop spanning a minimum of two days on innovative research practices, research methodology, and ethics shall be conducted by the Research and Development Cell (RDC).
- iv. RDC shall apply for funds from Anusandhan National Research Foundation (ANRF), DBT, DST etc., for collaborative funding proposals.
- v. Every faculty with a research degree should become research guides by 2028, as the first batch of FYUGP comes out.
- vi. 100% of the full-time permanent faculty should complete a research degree by 2028.
- vii. **Action research-** accomplish at least one of the following
 1. Commercialised Patency
 2. A total citation of 100 for the publications from 2025 to 2030
 3. Development of copyrighted scales of measurement.

4. 2 books by a reputed international publisher.
 5. Patents in Trademarks, design, and geographical indication.
 6. Should bring in a consultancy worth 4 lakhs
 7. Research leading to the formulation of the Policy document of Govt. agencies/ leading NGO's.
- viii. Incentives should be given to the faculty members who have publications in Journals with having Source Normalised Impact per Paper (SNIP) above 1.5.
- ix. Every faculty should submit at least one research proposal every year to the potential funding agency.

b. Mid Term

- i. A minimum of eight publications per year for Professors, six for associate professors, and four for assistant professors in SCOPUS/WoS indexed journals, and at least two publications are required from faculty in self-financing or guest faculty positions. Faculty members from Oriental language departments need to publish in Peer-reviewed journals.
- ii. The Research Development Cell (RDC) shall organize one international research conference annually, featuring at least one internationally renowned expert or scientist as a keynote speaker or distinguished guest.

- iii. Two workshops spanning a minimum of two days on innovative research practices, research methodology, and ethics shall be conducted by the Research and Development Cell (RDC).
- iv. 100% of the full-time permanent faculty should be conferred with guideship by the university
- v. Each department should have a research project worth 10 lakh rupees.
- vi. The Research and Development Cell (RDC) shall seek funding from organizations such as the Anusandhan National Research Foundation (ANRF), DBT, DST, and other relevant bodies for collaborative research proposals.
- vii. An additional incentive may be granted to authors whose single research publication has received more than Five hundred citations in Scopus/Web of Science over a five-year period, excluding self-citations and citations by any co-authors.
- viii. Action research- accomplish at least one of the following during the period
 - 1. 3 Commercialised Patents
 - 2. A total citation of 200 for the publications from 2027-2032
 - 3. Development of at least 3 copyrighted scales of measurement
 - 4. 6 books by reputed international publishers.
 - 5. At least 3 Patents in Trademarks, design, and geographical indication
 - 6. Should bring in a consultancy worth 8 lakhs

7. Three research findings leading to the formulation of the Policy document of Govt. agencies/ leading NGO's.

c. Long Term Goals

- i. Each department should have research projects/ consultancy worth rupees 30 lakhs.
- ii. Leading 60% percent of the students to research degrees
- iii. Establishing each department as a centre for excellence in at least one area.
- iv. Targets mentioned in 4.b.i, 4.b.ii, 4.b.iii, 4.b.v and 4.b.vi may be sustained and improved.

5. Enhancing students' employability or entrepreneurship competence - Academic Enablers

a. Short term Goal

100% placement/ entrepreneurship/ higher education. College should have it's own enterprise facilitating real-time experience for the students and to motivate students to be entrepreneurs such an enterprise is essential.

b. Mid term Goal

Equipping students to start their own start-ups or MSME. Each teaching department should lead. At Least 5% of students to entrepreneurial during the mid term. College should be able to provide earn while you learn project to all the students who are willing for it. However special monitoring of the academic performance of these students should be conducted

c. Long term Goal

College should have its presence through enterprises having an annual turnover of 1 crore

6. Improving perception of the institution

a. Short Term Goals

- i. College exists by the society and for the society. Hence, every student enrolled to the college has the moral responsibility to give back to society. A minimum of four extension activities shall be organised, ensuring that the total number of direct beneficiaries is at least ten times the enrolled student strength of the college. Furthermore, each programme must secure the active participation of at least 60% of the student body to promote inclusive community engagement and social responsibility.

The extension activities should go beyond mere awareness sessions, home visits, or pledge-taking events. They should be designed to create a positive perception of the institution among the general public. Moreover, such activities should align with and contribute meaningfully to the achievement of one or more Sustainable Development Goals (SDGs).

- ii. College should be one among the top ten institutions under Mahatma Gandhi University in Sports with a minimum participation of 15 events.
- iii. College should be one among the top five institutions under Mahatma Gandhi University in the university youth festival.
- iv. The college shall enhance its social media presence by at least 200% during the specified period. This growth must be reflected in both the

number of followers and the total viewing time of the content shared. The strategy should ensure that increased engagement positively influences the public perception of the institution. Additionally, the media team shall actively promote awareness of the college's best practices in teaching and learning through consistent, high-quality content.

- v. The college's unique features—such as a democratic yet politically neutral campus, a drug-free environment, and a large pool of MDCs and Minor programs—should be consistently highlighted and promoted across all platforms and communications.
- vi. Promote LinkedIn integration to track alumni career progress and foster professional networking.

b. Mid Term Goals/Long term Goals

- i. A minimum of two extension activities should be conducted annually, with the total number of beneficiaries being at least ten times the student strength of the college. Additionally, each program should engage at least sixty per cent of the college's student body in its participation.
- ii. College should be one among the top five institutions under Mahatma Gandhi University in Sports.
- iii. College should be one among the top three institutions under Mahatma Gandhi University in the university youth festival.
- iv. With regard to social media presence, the target growth percentage shall be revised to 150%, while all other conditions outlined in the

short-term goal—such as enhancing engagement, increasing watch time, and positively shaping public perception—shall remain unchanged and be duly upheld.

7. Networking and Collaborations - Networking Enablers

a. Short-term Goal

- i. Expand the number of registered members in the alumni association to cover at least **70% of the total alumni** base.
- ii. Create at least 5 new alumni chapters in strategically selected national and international locations to foster wider engagement.
- iii. Mobilize contributions to raise an alumni corpus fund of Rs. 10 Lakh towards the scholarship of students.
- iv. Initiate a program to create short video content highlighting the history and milestones of the college, anchored by retired faculty members on days of institutional or national importance.
- v. Ensure that at least 50% of students undergo internships in industries or organizations with which the institution has signed MoUs.
- vi. Mandate the inclusion of a minimum of two industry experts in every department's Board of Studies (BoS) to strengthen curriculum relevance.
- vii. Recruit Professors of Practice (as per UGC guidelines) to the extent of 10% of the sanctioned faculty strength, to bridge the gap between academia and industry practices.

- viii. At least two Alumni Lecture Series featuring successful alumni as speakers on career development, entrepreneurship, and leadership by each faculty in an year.
- ix. Each academic department shall be required to establish a minimum of two new Memoranda of Understanding (MoUs) with relevant institutions, industries, or organizations every year during the plan period. Furthermore, departments must ensure the successful implementation of at least one academic, research, training, or outreach activity under each existing MoU, thereby promoting meaningful engagement and measurable outcomes from these collaborations.

b. Mid Term Goals

- i. Raise a corpus fund of 1.5 crore towards the platinum jubilee memorial building proposed to be constructed under the long term plan
- ii. Ensure that at least 70% of students undergo internships in industries or organizations with which the institution has signed MoUs.
- iii. Sustain the industry experts in the BoS, Professors of practice and the practice of MoUs.
- iv. Annual Alumni Impact Report highlighting success stories, contributions, and engagement metrics.

c. Long Term Goals

- i. Minimum of twenty alumni chapters across the world, ensuring seamless communication and opportunity for volunteering for the alumni members.
- ii. Annual Alumni Impact Report highlighting success stories, contributions, and engagement metrics.

- iii. Ensure that opportunity can be guaranteed to all students FYUGP sixth semester onwards and PG students who would like to pursue industry-driven projects during their studies here with an industry standard remuneration package.
- iv. Organize at least one seminar or webinar each month featuring top-level industry professionals to ensure regular industry-academia interaction and knowledge exchange.

8. Financial Sustainability

UGC guidelines on Institutional Development Plan (IDP) identifies four major source of income for every institution.

1. Tuition fee from students.
2. Government grants and subsidies
3. Overheads earned on the sponsored research and development projects from the government and private/corporate sector.
4. Endowments, philanthropic contributions and other income like CSR, royalties on Intellectual Property(IP)/patents etc.

However the institution cannot depend on tuition fees from the aided programs for the financial needs of the college. Funds from the other three sources heavily depend on the expertise and the perception of the faculty and the institution. Though the institution has a legacy of over seventy years, the perception of the institution as a source of expertise is less. Hence, we propose to cover these gaps through the successful implementation of the short term goals mentioned under the various goals. To meet the financial needs of the institution during the short-term period, we proposed the following strategies.

1. One of the strengths of the college is the vast set of minors and the MDCs offered by the college. Many colleges under the university are offering only a few options to students in terms of minors and MDCs. The various MDCs and minors offered by the college should get permission to enrol students from other colleges to MDCs and minors offered by us, and by 2030, we target 1000 students per semester from other colleges to take part in such courses offered by the college. As per the tuition fee approved by the government, the tuition fee of Rs. 2,000/- to Rs. 3,000/-.
2. Another source of income shall be by offering certificate courses. As the college needs to provide space for additional skilling and subject enrichment, every department shall organize/offer up to two certificate courses.
3. Consultancy and training are the two other sources of revenue for the departments.
4. Departments shall facilitate part time job opportunities to students and shall avail a placement fee for the same.
5. Alumni contributions and donations from philanthropers shall be mobilised.
6. CSR may also be explored.
7. Collaborative activities with government/non-governmental agencies shall help to conduct activities without financial commitment.
8. Availing the premises of the college for examination and other activities without disturbing the academic atmosphere of the institution. If such examinations are entrusted to the departments, it shall be in such a way that equal opportunities are given to all the departments.
9. Departments and cells can generate income through entrepreneurial activities like mushroom cultivation, agriculture on leased land, fish farming, digital

designing, stitching, fashion designing, diet consultancy, participation in surveys as enumerators, software development for small and medium entrepreneurs, LED lamp repairing etc.

10. IEDC, ED Club and IIC shall serve as instruments to motivate departments/cells and help them to generate income through novel ideas.
11. Departments shall offer competitive exam coaching even to students from other colleges without affecting the discipline of the college.
12. Cultural programs, summer camps - cultural activities and sports activities for students outside the campus may be exploited as sources for fundraising.
13. The best way to inculcate a culture of entrepreneurship among students is to involve them in preparing annual budgets and developing small-scale projects that cater to the financial needs of department associations. Instead of depending on donations or external funding, students learn to think innovatively, plan resources, and generate revenue through self-sustained activities. These initiatives simulate real entrepreneurial experiences by giving them exposure to financial planning, teamwork, and marketing. Subjects fests with registration fee, publishing materials like solved question banks etc. may be considered for achieving financial sustainability at the department level.

These are some of the indicative activities for income generation. However, departments can explore more opportunities.

Goal- The departments should strive to achieve financial autonomy in all areas, excluding staff salaries and construction and maintenance of physical structures till 2035.

Department Per student budget

2025-27 ₹ 1000/-

2027-29 ₹ 2000/-

2030-32 ₹ 5000/-

2032-35 ₹ 10000/-

College per student budget excluding salary, examination, tuition and special fee

2025-27 ₹ 5000/-

2027-29 ₹ 10000/-

2030-32 ₹ 25000/-

2032-35 ₹ 100000/-

9. Technology-Equipped Pedagogy

- a. Development of interactive video/course content in a phased manner, which should be completed within 5 years.
- b. At least one mandatory assignment of the evaluate/apply level per course
- c. Digitalization of 1000 books/ journals in the library per year.
- d. At least one AR/VR academic content of 10 minutes every year.

10. Paperless office

- a. All Internal communications from students/staff shall be paperless by 2026.
- b. Completion of paperless office by 2028 in all aspects complying with the Govt. Regulations.
- c. At least one digital magazine/student publication every year
- d. At least one online assessment of CCA

11. Physical Enablers

- a. Short term:

- i. Relocate the college canteen to a place which is accessible from the main building of the college.
- ii. Setting up an Advanced computer centre with 40 computers
- iii. Setting up 20KVA solar power plant in the campus
- iv. Meet at least 50% energy needs of the hostel through on-grid solar power plants.
- v. Setting up STP at Hostel which can successfully convert 100% water from the bathrooms can be used for flushing in the toilets.
- vi. Building a separate building on the existing campus to accommodate new programmes having at least 24 classrooms, 2 seminar halls.
- vii. An MoU shall be arrived either with Kottayam Municipality or SH mount school authorities for sharing the playground associated with the college.

b. Mid term Goal

- i. Installation of lift facility in the college to ensure 100% accessibility for all
- ii. Identifying a suitable location for constructing a new academic building or relocating existing residential facilities to an alternative property to enable further development on the current plot.
- iii. Consider installing hybrid inverters in a phased-out manner.
- iv. Upgrading the existing courts into a multipurpose indoor stadium with the option to practice for cultural events also.

c. Long-term goal

- i. 100% self sufficiency in meeting the water demands of the college and the hostel through rainwater harvesting and two open wells already available.
- ii. The electricity bill of the institution should be bought below Rs. 5000/- a month, including the fixed charges.
- iii. Construct a new building on the identified plot as part of the mid-term goals, equipped with modern infrastructure, energy-efficient features, and accessibility provisions, including an adequate number of seminar halls and ICT-enabled classrooms.

12. Support Mechanism for Stakeholders

a. Short-Term Goal

- i. Increasing the number of scholarships with financial support from alumnae and Philanthropers.
- ii. Three-day empowerment program for the non-teaching staff on IT skills and soft skills.
- iii. Incorporating the variable pay into the remuneration to the teachers working in the self-financing stream. The variable pay will be inversely proportional to the number of vacant seats in the program. This variable pay will be dependent on the salary offered to the members of the department.
- iv. Variable pay can also be incorporated into the faculty members of the self-financing stream if students from the aided stream join for the

MDCs and the minor courses offered by the teacher. However this variable pay for a maximum of three months during a semester.

- v. Disseminate the information about all the eligible students about the scholarship notifications.
- vi. More than 90% students apply for at least one scholarship.

b. Mid Term/Long term Goals:

- i. More than 80% students secure at least one scholarship.
- ii. Bring down the attrition of rate of faculty members in the self-financing stream.
- iii. Improve the median experience of the faculty members in self-financing stream by 5 years at least.

Institutional Development Plan (2025–2035): Strategy Summary Table

Strategy	Associated Weakness	Associated Strength	Associated Challenge	Associated Opportunity	Project Duration
Academic Autonomy - Governance Enabler	Dependence on university policies; lack of autonomy in curriculum reforms	A+ NAAC accreditation; strong governance structure	University restrictions; shortage of sanctioned teaching posts	NAAC recommendation for autonomy; NEP 2020 framework support	Short-term (2025–2029)
Embedding Curriculum with Emerging Technologies and Skills	Low student participation in skill activities; limited industry collaboration	Highly qualified faculty; OBE-based assessment system	Government control over curriculum and fee structure	FYUGP enables multidisciplinary courses and skill-based learning	Short-term (2025–2029)
Institutional Accreditation and Ranking	Limited visibility and ranking presence; dependence on NAAC/UGC	Well-established IQAC; history of accreditation excellence	Maintaining rankings amidst policy changes	Opportunities for NIRF and international rankings	Short, Mid, Long-term (2025–2035)

	recognition				
Empowering Teaching Practices and Student Engagement	Need for improved mentoring and staff welfare; lack of structured appraisal system	Structured mentoring and strong teaching culture	Ensuring high pass percentage and faculty motivation	Faculty development through FDPs and 21st-century skills training	Short, Mid-term (2025–2032)
Increasing Research Output and Development	Limited research experience among faculty; lack of financial incentives	Qualified faculty with international exposure	Securing research funding and collaborations	Government funding for research and innovation projects	Short, Mid, Long-term (2025–2035)
Enhancing Employability and Entrepreneurship Competence	Low student placement interest; limited start-up initiatives	Wide variety of UG/PG programs; structured mentoring system	Achieving 100% placement or start-up engagement	Earn-while-you-learn projects and start-up incubation	Mid, Long-term (2029–2035)
Improving Perception of the Institution	Reduced visibility of activities; weak alumni engagement	Safe and inclusive campus; active student community	Enhancing social media presence and reputation	Improving institutional image via SDG-linked outreach	Short, Mid-term (2025–2032)
Networking and Collaborations	Weak industry partnerships; poor alumni networking	Proximity to research institutes; social work engagement	Sustaining active MoUs and alumni engagement	Global alumni networking and industry partnerships	Short, Mid, Long-term (2025–2035)
Financial Sustainability	Dependence on management funds; lack of corpus fund	Financially independent departments; strong management support	Generating non-tuition income sources	Income generation via MDCs, consultancy, and certificate courses	Short, Mid, Long-term (2025–2035)
Technology-Equipped Pedagogy	Limited Wi-Fi and outdated labs; lack of digital content infrastructure	Faculty familiar with Moodle and blended learning	Adoption of paperless systems and AR/VR learning tools	Digital transformation via e-learning and green campus initiatives	Short, Mid-term (2025–2032)
Physical Enablers	Inadequate sports facilities; insufficient space for expansion	Sustainable energy and water management facilities	Infrastructure limitations due to space constraints	Green campus initiatives and accessibility improvements	Short, Mid, Long-term (2025–2035)

Support Mechanism for Stakeholders	High attrition rate among self-financing staff; low scholarship applications	Supportive alumnae and PTA involvement	Retaining staff and ensuring equitable remuneration	Variable pay and empowerment programs for staff	Short, Mid, Long-term (2025–2035)
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