Template for
INSTITUTIONAL DEVELOPMENT PLAN (IDP 2022-2032)
FOR HIGHER EDUCATIONAL INSTITUTIONS IN GOA
As part of the implementation of National Education Policy-2020

1. Institutional Basic Information

1.1. Institutional Profile:

Name of the Institution	Dempo Charities Trust's Dhempe College of Arts & Science			
Head of the Institution	Prof. Vrinda Borker			
Contact Details	Email: principal@dhempecollege.edu.in	Cell No. : 9822129669		Office : 0832-2462376
College Website	https://www.dhempecollege.edu.in			AISHE Code: C-30842
Name of the IQAC Coordinator	Dr. Mukta Karamadi	Email: iqac@dhempecollege.edu.in		Cell No.: 8788290230
Name of the NEP Coordinator	Mrs. Manjiri Barve	Email : manjiribarve@dhempecollege.edu.in		Cell No.: 9822121834
Name of the RDI Coordinator	Dr. Purnima Ghadi	Email: research@dhempecollege.edu.in		Cell No.:9823725628
Name of the TLET Coordinator	Dr. Ramu Murthy	Email: ramumurthy@dhempecollege.edu.in		Cell No.: 9822601579
NAAC Accreditation Status	1st Cycle	Grade: B+	2nd Cycle	Grade: A
	3rd Cycle	Grade: A	4th Cycle: (as on 28th Feb, 2022)	Grade: A
NIRF Ranking	2020-21: 151-200	2019-20: 151-200	2018-19: 101-150	2017-18:151- 200
UGC Recognition	2(f)	**Yes √** No	12 B	**Yes √** No
NBA accreditation	Yes	No		N.A.
Financial Status	Government /Aided: Aided		Self-Finance: B.Sc. (Biotechnology Honors) & M.Sc. (Analytical Chemistry)	
Under National Education Policy (NEP 2020), would your institute prefer to be:	i. Constituent college of the State University ii. Autonomous degree granting College. **iii. Part of Higher-educational institution (HEIs) cluster. √**			

Please note that, there is no space limit. Thus, if required, you may expand any of the following sections

1.2. Institutional SWOC Analysis

Strengths:

1. Innovative teaching-learning strategies (blended and hybrid learning, ICT and LMS integration) have been implemented to supplement traditional methods. Teachers are engaged in e-content development and MOOCs.
2. Timely adaptation to diverse learning environments and modes has been undertaken.
3. Emphasis is given to skill-enhancement through Skill Development Cell and Institution's Innovation Council.
4. Interdisciplinary approach towards organising conferences, seminars and research projects is adopted.
5. Progressive efforts have been made in developing research culture among faculty members; this, in turn, has given impetus to research by students through presentations and webinars.
6. International exposure for teachers and students through participation in conferences and student exchange programmes abroad is facilitated with strong Management support and collaboration with nodal academic bodies.
7. In concurrence with the National Mission for Clean and Green India, the institution's forte is its extension activities and the College has obtained Green Certification level III in accordance with green standard GSCP-01-2010.
8. A strong drive to recruit the best faculty with high technological skill and research aptitude has been maintained, taking into consideration inclusiveness.
9. Higher number of female students and faculty members in the institution has enabled to address issues of gender inequities.

Weaknesses:

1. The institution is situated in the capital city; hence facilities such as in-house auditorium and playground cannot be made available in the campus due to paucity of space.
2. Despite applying for grants from research funding agencies the Institution has not received substantial research grants.

Opportunities:

1. Development of entrepreneurial skills among students can be strengthened.
2. More collaborations with industry, academic and cultural institutions can be undertaken.
3. On-campus placement can be bolstered through a more robust industry interface.
4. Sharing knowledge and expertise globally through online mode can be undertaken especially due to enhanced adaptation to teaching-learning in digital mode.
5. Multilingual proficiency of students and general public can be enhanced especially through software solutions in Digital Language Laboratory and Skill Development Centre (DLLSDC) and in-house knowhow of faculty members in designing e-content.
6. Contribution to National Massive Open Online Courses (MOOCs) can be undertaken.
7. Students' participation in international events can be increased through more intensive guidance.
8. Global learning interactions can be facilitated through digital mode.
9. Developing an ecosystem for multidisciplinary education by forming a cluster.
10. To setup an incubation cell to convert the innovative ideas into startups.

Challenges:

1. Drastic reduction in number of students in science stream,   thereby affecting workload.
2. Though alumni participate in college programmes, the participation needs to be translated into stronger financial support for the institution.
3. Managing skill development courses, co-curricular activities and personality enhancement programmes along with academic requirements has been difficult due to overall time restraints.
4. Developing an ecosystem for multidisciplinary education by forming a cluster of colleges will have challenges as regards geographical, financial and logistic (timetable) management.
5. Converting the innovative ideas into startups through incubation cell.

2. Institutional Development Plan (*for at-least next 10 years*)

2.1. Vision

- Learning
- Innovation
- Creation
- Inclusion

Empowering Society through Multidisciplinary and Holistic Education

2.2. Mission

The College shall provide finest avenues for multidisciplinary education, develop creativity and skills, instill scientific temper and humane values among students, promote applicative research, outreach and global learning.

2.3. Goals and Objectives

Specific objectives and expected results in terms of "Institutional strengthening and improvement"

1. To create an ecosystem offering multidisciplinary education.
2. To promote applicative and sustainable research and innovation.
3. To instill scientific temper, analytical approach along with humane values for righteous use of education.
4. To develop creativity among students.
5. To promote responsible citizenship, respect for fundamental duties and constitutional values.
6. To inculcate an appreciation of India's diverse culture, heritage and language.
7. To generate functional interfaces with society for inclusive growth.
8. To promote internships and Industry- Academia collaborative activities.
9. To foster global learning.

2.4. Executive Summary

Summary of how each of the objectives will be addressed. This section must have clear plans for implementation and execution of your proposed IDP.

OBJECTIVE 1. *To create an ecosystem offering multidisciplinary education* will be addressed by

- Offering a wide range of Skill-Development and Generic Elective courses to students under the aegis of Cluster of Colleges to facilitate multidisciplinary learning.
- Introducing Intra-institutional multidisciplinary Skill Development Courses.
- Conducting student-led activities which are multidisciplinary in nature.
- Adopting multidisciplinary approaches in workshops, seminars and conferences.

OBJECTIVE 2. *To promote applicative and sustainable research and innovation* will be addressed by

- Publishing research output of students in research journals.
- Organising training programs by Research Cell towards writing research proposals, adhering to ethical norms in paper writing, intellectual property, patenting etc.
- Promoting interdisciplinary research through collaborations between Departments/Faculties/faculties from cluster of colleges/other research bodies.
- Conducting timely research methodology programs for students.
- Strengthening Research Development & Innovation as a nodal body in Institutional research and innovation.
- Expanding collaborations with incubation centres.
- Training students for National and State level innovation competitions etc.

OBJECTIVE 3. *To instil scientific temper, analytical approach along with humane values for righteous use of education* will be addressed by

- Integrating analytical learning methodologies in everyday teaching through classroom activities, peer learning strategies.
- Guiding students towards participation in extension, outreach and programs of social welfare.
- Strengthening the culture of Student Ambassadors in leading social and environmental initiatives.
- Strengthening value-based learning through cooperative activities among diverse learners.
- Encouraging student-participation in social activities of NGOs (especially in areas of Mental health, prevention of abuse, environment, cyber security etc.)

OBJECTIVE 4. *To develop creativity among students* will be addressed by

- Conducting workshops to inculcate creative thinking in day-to-day life.
- Organising activities such as exhibitions, competitions, oratory events etc. that foster creativity and confidence.
- Integrating creativity-based assignments in Intra-Semester assessments.
- Providing platform for display of creative talent through events such as Fun Week, cultural festivals, literary festivals, entrepreneurial programs, food festivals, etc.

OBJECTIVE 5.   *To promote responsible citizenship, respect for fundamental duties and constitutional values* will be addressed by

- Arranging Induction programmes (Deeksharambh/Chrysallis) including Constitutional Values, ethics, rights and duties.
- Celebrating days of National importance.
- Conducting workshops on Constitutional values, ethics, etiquettes, leadership, team-building etc.
- Participating in democratic processes through NSS, NCC, Mock Parliament and Students' Council activities.

OBJECTIVE 6.   *To inculcate an appreciation of India's diverse culture, heritage and language* will be addressed by

- Conducting heritage trails and study tours to places of historical importance.
- Maintaining cleanliness and preserving adopted heritage sites.
- Creating bilingual academic content.
- Organising multilingual workshops, seminars, conferences and webinars.
- Celebrating India's cultural diversity through variety programs and develop Goan Folklore.
- Organising multilingual creative competitions (poetry writing/recitation, debates, elocutions etc.)
- Promoting indigenous eco-critical/environmental practices.

OBJECTIVE 7.   *To generate functional interfaces with society for inclusive growth* will be addressed by

- Initiating collaborations with NGOs for social welfare.
- Inculcating commitment to society among students through activities and internship programs.
- Strengthening support to *Divyangjan* within campus (to excel in academics as well as extracurricular) and in society at large.
- Organising workshops on Geriatric and Adolescent Mental Health, Peer Support for *Divyangjan* students.
- Encouraging research focusing on social issues and remediation/intervention among students and faculty members.

OBJECTIVE 8.   *To promote internships and Industry- Academia collaborative activities* will be addressed by

- Initiating MOUs with Industries to promote internships and interactions with technocrats.
- Signing MOUs with organisations and research institutes to promote interactions with scientists and experts in various fields.

OBJECTIVE 9.   *To foster global learning* will be addressed by

- Initiating MOUs with International educational and research institutes of repute.
- Strengthening and diversifying faculty and student exchange programs with International and National bodies.
- Inviting eminent scholars of International and National repute for talks, webinars, conferences etc.
- Guiding students to pursue higher education in reputed International institutions.
- Guiding students in activities related to Sustainable Development Goals aligning with global welfare.

2.5. Developing Motivated and Energized Faculty

Short Term

- Strengthening collaborations with other National and International institutions for staff training and development.
- Organising programs in Fitness, Mental Health, Meditative Techniques, Nutrition, Productivity and Stress Management etc.
- Providing support to staff through establishment of Day Care Centre, restrooms etc.

Mid-Term

- Organising programs to support changing needs in present era of NEP 2020 implementation.

Long Term

- Infrastructural development (spaces for Departments and Research) and digital upgradation.

2.6. Teaching, Learning and Education Technology

The Directorate of Higher Education, Government of Goa, has set a deadline for the implementation of the NEP 2020 in the state of Goa as March 2023. Hence, vide its circular dated 30/03/2022, has instructed all the institutions under its purview to set up the Teaching, Learning and Educational technologies cell under NEP 2020. Under this cell, the institution plans to make extensive use of technology in teaching and learning, remove any existing language barriers, make information easily available for Divyang students and proper educational planning and management as envisaged in the NEP 2020 policy.

Implementation of OBE:
Under the aegis of the Directorate of Higher Education, an FDP on "Outcome-based Education: Assignment and attainment of Course outcomes (COs) and Program outcomes (POs)" was organized for all faculty members of the institution on 3rd June 2022. This will help in necessitating a focused approach on the attainment by the students keeping in mind the expected graduate attributes, enhance their teaching-learning experience that will help the students in achieving the expected attributes and the defined COs.

Faculty members are encouraged to design new learning assessment methods that will help in measuring the progress in achieving the expected COs and attributes by the students.

Enhancement of student progression:
- Increasing teacher-student contact in and out of class to bring about better motivation and involvement and encouraging their commitment to learning.
- Encourage peer learning to share ideas, improve thinking and help in deepening their understanding.
- Promote analytical thinking and apply it to daily life problems.
- Develop effective time management and study skills.
- Improvise diverse ways of learning by using different methods of pedagogy, use of ICT tools and blended learning that will help in addressing a wide spectrum of students.

Multidisciplinary teaching:

Education is no longer limited to a particular discipline under NEP 2020. Students will now be allowed to opt for subjects/courses from various disciplines such as art, music, architecture, fashion design, finance, yoga, sports from different institutions. The curriculum being flexible, learners will have an opportunity to choose according to their talents and interests. The Institution will provide the learners with courses that have multidisciplinary and holistic education beyond the boundaries of sciences, social sciences, arts, humanities and sports to create a multidisciplinary environment.

Areas of community service and engagement (participation in community service programs), environmental education (climate change, biodiversity and wildlife conservation, waste management) and value-based education (ethical values, life-skills) are some of the credit-based courses planned to be included in the curriculum.

The institution has begun the exercise of forming a cluster with a few institutions affiliated to Goa University such as Goa College of Home Science, Goa College of Music, DCT's S.S. Dempo College of Commerce and Economics, PCC College of Engineering, Nirmala Institute of Education, Sant Sohirobanath Ambiye Government College of Arts and Commerce, Kala Academy Goa's College of Theatre Arts to name a few. This will help the institution in offering programs/courses of study to the learners such as languages, literature, music, art, dance, theatre, education, event management, accounting, pure and applied sciences and sports and several other subjects that are needed for stimulating a multidisciplinary learning environment.

MOOCs and ODL:

Digital Integrated System for Holistic Teaching and Virtual Orientations, an online initiative of the Directorate of Higher Education, Government of Goa, was taken up in the year 2020-21. Under this initiative, all faculty of the institution from both the BA and BSc programs were involved in preparing e-content in the language of English. These videos are available to the students in online mode through internet access at any time for reference and better understanding of the various topics under study. With, NEP 2020 highlighting extensive use of technology in teaching and learning, and more importantly removing language barriers, the faculty have now begun recording e-content in the local language, Konkani. A few faculty from the Department of Geology have offered their services under the Directorate of Higher Education for the preparation of course videos under SWAYAM.

Online Distance Learning, **ODL** : The Department of Physical Education conducted a 30 hour online course on Health & Nutrition during the academic year 2021-2022 . The course was recognized by Goa University and marks were granted to students on successful completion. The same has now been proposed to Goa University for consideration as a two-credit course.

The Department of English conducted 30 hours online course titled 'English Proficiency: Intermediate Level' for Japanese students of Meijo University during 2021-2022.

The institution plans to float skill development courses in online mode/ hybrid mode.

The institution hopes to achieve all the above in the shortest possible time of 2 years.

2.7. Research Development and Innovation

Provide an action plan for:	*Short term (2 years)*	*Mid Term (5 years)*	*Long term (10 years)*
Attracting research funds (State, National, International, Industry etc.)	Writing more number of Minor research projects & applying to various funding agencies. (government/non-government)	Writing more number of Major research projects & applying to various funding agencies. (government/non-government)	Writing more number of Major research projects & applying to various funding agencies. (government/non-government)
Improving quantity and quality of research publications	Incentives for Faculties Collaborations with research institutes, cluster colleges & Universities Publishing interdisciplinary papers Encouraging faculties to register more number of Ph.D. students Organize seminars/workshops on journals in Scopus/Web of Science journals, UGC-CARE list - for potential publications Encouraging students to access more research journals	Incentives for Faculties Collaborations with research institutes, cluster colleges & Universities Publishing interdisciplinary papers Encouraging faculties to register more number of Ph.D. students T.Y projects field oriented, society contributing for quality publication Subscriptions to journals by the library and access to students.	Encouraging faculties to register more number of Ph.D. students Field-based specialized research having future prospects and contribution to the society
Training faculty/ students for research	Organize seminars/workshops on research methodology, IPR, research and academic writing Organize Faculty Development Programs	Organize seminars/workshops on Research methodology, IPR, research and academic writing Faculty/Student Exchange Programmes	Organize seminars/workshops on Research methodology, IPR, research and academic writing Faculty/Student Exchange Programmes

Preparing faculties for 4th year research programme	Encouraging students for applicative research	Encouraging students for applicative research	Encouraging students for applicative research
Developing environment conducive for research.	Central instrumentation facility with high end equipment. Purchasing licensed Plagiarism, editing and statistical software. Accessibility to laboratories beyond working hours	Establishment of patent cell	Applying for patents

2.8. Industry-Academic Partnership

Provide an action plan for:

- *Including industry experts in the Board of Studies (BoS)/ academics*
- *Industry Internship for Faculties/ Students*

Provide a Timeline for each of the above via Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Provide an action plan for:	Short term (2 years)	Mid Term (5 years)	Long term (10 years)
Including industry experts in the Board of Studies (BoS)/ academics	BoS is under the purview of the University	-	-
Industry Internship for Faculties/ Students	Signing MoU's with various industries Collaborations with industries for Internships (Students and faculty)	Collaborations with industries for Internships (Students and faculty)	Collaborations with industries for Internships (Students and faculty)

2.9. Institution's Placement Plan for Students

- *Provide an action plan for students placement*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Provide an action plan for:	Short term (2 years)	Mid Term (5 years)	Long term (10 years)
Students placement	Interaction with alumni working with industries Increase on-campus placement drives Motivation drives for students to increase placement Placement drives with state, national, international entrepreneurs/companies Signing MoUs with select companies/ entrepreneurs (identified by Departments) Organize lectures that bridge the gap between industry and student stakeholders (future employees) Creating interactive groups where placements available could be easily communicated e.g. via Website or other software	Increase on-campus placement drives Motivation drives for students to increase placement Organize job fairs and invite companies for placement Lecture Series to encourage placements, Interactions with Industries,	Increase on-campus placement drives Motivation drives for students to increase placement Organize job fairs and invite companies for placement

Note: Majority of students prefer higher education over placements at undergraduate levels

2.10. Achieving the Target for Accreditation

- *Provide an action plan of participating and/or improving in NAAC & NIRF*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Short Term
- Conduct activities in timely manner and document them systematically based on NAAC and NIRF requirement.
- Enhance Industry Academia interaction.
- Conduct coaching for PG entrance and competitive exams to enhance student progression.
- Conduct career guidance workshops and internships to enhance placement.
- Incentivise research publications in SCOPUS and Web of Science.
- Encourage bilingual teaching learning process

Mid-Term
- Mapping and feedback evaluation of systems and facilities for timely intervention and upgradation.
- Offer multi-disciplinary education, Online Distance Learning Courses.
- Measure the learning process based on Outcome Based Education (OBE)

Long-Term
- Align institutional vision and mission with National Education Policy 2020 to improve quality in teaching-learning, research and overall development of student community.
- Design MOOCs, vocational courses.
- Skill mapping and certification.

2.11. Incubation and Start-up

- *Provide an action plan to have incubation centre and Start-up*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Provide an action plan for:	*Short term (2 years)*	*Mid Term (5 years)*	*Long term (10 years)*
To have incubation centre and Start-up	i. Collaboration with incubation centres. ii. Visits to incubation centres. iii. Awareness programmes of incubation centres and start-ups (IIC)	Collaboration with incubation centres Developing infrastructure for establishing incubation centre Training programmes for start-ups (Students)	Improvement of infrastructure to host incubation centre. Establishment of incubation centre.

2.12. Alumni Engagement/ Activities plan

- *Develop alumni engagement strategic plan and provide an action plan*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

It has always been the effort of the institution to nurture the relationship between past and current pupils. A registered alumni association "Dhempe College- Alumni Association" works alongside an internal Alumni Committee.

The following are the plans to strengthen Alumni activity:

Short Term plan (2 years)
- Continue inviting successful alumni to interact with students as resource persons, judges, chief guests etc…
- Annual Alumni Day- Fund raiser
- Using social media innovatively for connecting alumni to Institution
- Interactive website portal for alumni registration and engagement
- Website link to invite contributions
- Creating college merchandise in collaboration with alumni for revenue generation

Mid Term plan (5 years)
- Annual Fundraiser to be established and strengthened
- Creating placement opportunities through alumni

Long Term plan (10 years)
Establishing infrastructural space- such as an office space for Alumni Association members

2.13. Basic Infrastructure Development plan

- *Provide an action plan of improving the physical infrastructure*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Short Term Plan (2 years)
Construction of classroom block

Mid Term Plan (5 years)
Nil

Long Term Plan (10 years)
Development of new academic campus

2.14. Skill Development of Non-teaching Staff

- *Provide an action plan for enhancing skills of non-teaching staff*

Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.

Short Term
- Timely training programs in formal correspondence, etiquette, documentation and digital upgradation.
- Strengthening student support skills through short-term courses etc.

Mid Term
- Structuring job-descriptions for various administrative positions and providing relevant training.

Long Term

2.15.   Any Other Initiatives for the Student's and Institutional Growth

- *Provide a Timeline in-terms of Short term (2 years), Mid Term (5 years) and Long term (10 years) goals.*

Short Term

- Introducing 'Earn-While-You-Learn' Programs for students.
- Activities enhancing students overall well-being (addressing issues of health-comprising behaviours, dysfunctional families, post-pandemic pressures, trauma cases, financial issues etc.)

 Mid Term

- Establishment of Incubation Centre.

Long Term

- Establishment of Well-being Centre (Fitness, Mental Health, Yoga, Nutrition etc.)
- Establishment of Centre for Training in Competitive Examinations (for students within and outside campus).
- Conducting more certified self-paced courses for global learners.