INSTITUTIONAL DEVELOPMENT PLAN



R. G. BARUAH COLLEGE

FATASHIL AMBARI

GUWAHATI - 25

MESSAGE FROM THE PRINCIPAL



In the Indian Higher Education System, the initiation of National Education Policy (NEP 2020) is one of the notable milestones. At Radha Govinda Baruah College, there is a collaborative effort in order to understand, plan and execute the Policy for realising its benefits keeping in mind the larger interest of our stakeholders. Presently, the active stakeholders of the college are in the process of implementing the Policy in A phased manner. To reach up to this level, the NEP-Task Force of the college has worked persistently and prepared the comprehensive roadmap to implement the Policy. We are highly indebted to the members of the statutory bodies, all the esteemed members of the NEP-Task Force as well as the faculty, staff and students for their support and guidance. Having adopted the Comprehensive Roadmap for the Implementation of NEP-2020, it was realized that we should further work on the strategies enlisted in the Comprehensive Roadmap for better lucidity of all the major aspects. We hope to execute NEP 2020 in our institution in a phased manner. For this the best effort will be given to adhere to our goals and plan of action as far as possible.

Having this Plan of action in hand, we are self-assured that the college will try every possible way in order to materialise this Policy and come up as one of the institutes to implement NEP 2020 in its best way.

Dr. Pranjit Kumar Nath

Principal

Radha Govinda Baruah College

Profile and History of the Institution

R. G. Baruah College was established on 15 July 1978 at Fatasil Ambari, Guwahati, with the aim of providing accessible higher education to the surrounding urban and peri-urban communities. The college moved to its present campus in 1988 and was brought under the deficit grants-in-aid system in 1990. The Arts stream was provincialised in 2006 and the Commerce stream in 2013. The college is permanently affiliated to Gauhati University and is recognised under Section 2(f) and 12(B) of the UGC Act.

The college offers Higher Secondary and Undergraduate programmes across 14 departments and serves over two thousand students from diverse socio-economic backgrounds. An active IQAC, NCC and NSS units, student support systems and an experienced yet evolving faculty team form the core institutional ecosystem. The campus possesses undeveloped land that offers scope for future expansion of academic, residential and sports infrastructure.

Executive Summary

This Institutional Development Plan (IDP) sets out the College's strategic priorities, concrete objectives, measurable indicators and a phased action plan covering 2026–2033. The IDP aligns institutional strengths and needs with the National Education Policy (NEP) principles of learner-centric, multidisciplinary and inclusive education. It emphasises (i) modernising academic programmes and curriculum flexibility, (ii) strengthening teaching–learning and assessment with ICT and remedial support, (iii) initiating a small but focused research and innovation agenda, (iv) addressing critical infrastructure deficits including accessible facilities and e-resources, (v) faculty and staff development, (vi) student support and employability,

(vii) transparent governance and digital systems, and (viii) financial sustainability through diversified funding.

The IDP proposes a total investment of ₹30.00 crore across the plan period, distributed against priority categories and phased over eight financial years from 2026–27 to 2033–34. The plan is deliberately front-loaded for infrastructure and critical academic investments while reserving funds for research, faculty development and contingency. Monitoring and evaluation are led by the IQAC with quarterly reviews, annual audits and a mid-term review in 2029–30.

Situational Analysis (SWOC)

Strengths - Committed and experienced faculty and staff engaged in teaching and student support. - An active IQAC and functioning student support systems including mentoring, counselling, NCC and NSS. - A campus with undeveloped land available for expansion and future infrastructure projects. - Established affiliations and recognition enabling access to central and state schemes. - Demonstrated improvements in student progression and outcomes through mentoring and remedial activities.

Weaknesses - Significant infrastructure gaps: insufficient classrooms, laboratory space, examination hall and student/teacher rest areas. - Limited library e-resources and modest capital allocation for books and journals. - Weak research ecosystem with few publications, no sponsored projects and limited institutional research funding. - Dependence on government grants with minimal internal revenue generation. - Limited placement support and employer linkages; need to revive and strengthen alumni engagement.

Opportunities - NEP 2020 provides policy pathways for multidisciplinary programmes, flexible credit frameworks, and vocational integration. - Scope to develop vocational and short-term courses aligned to local employment needs and to the open university mode. - Potential to access central/state funds, RUSA-like schemes, UGC grants, and CSR funding for infrastructure and capacity building. - Undeveloped campus land offers a strategic opportunity to build classrooms, hostels, sports and research facilities.

Challenges - Competing private institutions and constrained public funding environment. - Need to balance rapid NEP-aligned changes with regulatory approvals from the affiliating university. - Human resource constraints (vacancy management and quality of contract hires) and the time required for PhD completions and recruitment.

Vision, Mission and Guiding Principles

Vision To disseminate quality, inclusive education that empowers learners to realise their potential and serve society with competence and values.

Mission - Offer learner-centred and multidisciplinary programmes aligned to NEP objectives. - Provide supportive academic and remedial systems to raise learning outcomes for all students. - Build infrastructure and e-resources that support modern pedagogy and accessibility. - Foster a modest research culture focused on local and regional priorities. - Strengthen governance, transparency and financial sustainability.

Guiding principles - Learner-centred and inclusive practices. - Evidence-based and measurable planning. - Phased implementation aligned with institutional capacity

and funding. - Transparent governance and participatory decision-making. - Sustainable and diversified resource mobilisation.

Key Priority Areas

- Academics and curriculum reform (NEP-aligned)
- Teaching–learning, assessment and digital learning
- Research, innovation and extension
- Infrastructure and campus facilities (including accessibility)
- Faculty and staff development
- Student support, inclusion and employability
- Governance, transparency and e-governance
- Quality assurance, monitoring and accreditation readiness
- Values, sustainability and community engagement

Goals, Objectives and Measurable Indicators

The table below summarises goals, specific objectives and measurable indicators for each priority area. Baseline figures will be established by the IQAC during the first quarter of 2026–27 and will be attached as an annexure to this IDP.

Priority area	Goal	Objectives (select)	Measurable indicators (examples)
Academics and Curriculum	Flexible, NEP-aligned multidisciplinary curriculum	Introduce short-term and vocational courses; prepare credit framework; implement bridge courses for underprepared entrants	New certificate/B.Voc programmes launched; credit-based courses introduced; number of students in bridge courses; curriculum feedback reports
Teaching–Learning & Assessment	Learner-centred pedagogy with ICT-enabled delivery	Equip classrooms with ICT; adopt OBE-compatible rubrics; expand remedial ADCD and mentoring	Share of classes using ICT; rubrics adopted (Y/N); pass and progression rates; student satisfaction scores
Research & Innovation	Establish a modest research culture focused on regional priorities	Form Research Cell; promote funded projects and faculty publications; organize seminars	Number of funded projects; peer-reviewed publications per year; seminars/workshops organized

Priority area	Goal	Objectives (select)	Measurable indicators (examples)
Infrastructure & Facilities	Provide safe, accessible learning and living spaces	Construct classrooms, labs, library expansion, hostels, indoor sports facility; accessibility upgrades	Square feet of new built-up area; library seats and e-resources added; accessibility features installed
Faculty & HR	Stabilise and develop teaching and non-teaching staff	Recruit to sanctioned posts where possible; fund FDPs; support PhD completion	Share of sanctioned posts filled; faculty participation in FDPs; PhD completions
Student Support & Employability	Improve placement, higher studies and holistic development	Revive placement and alumni engagement; career counselling; entrepreneurship training	Students placed; students progressing to higher studies; alumni events and funds mobilised
Governance & Finance	Transparent, efficient	Implement ERP, transparency	ERP live (Y/N); budget vs actual reports;

Priority area	Goal	Objectives (select)	Measurable indicators (examples)
	administration and diversified funding	module; form budget committee; pursue grants and CSR	external grants and CSR funds secured
Quality Assurance	Maintain consistent, audit-ready data for accreditation	Regular AQAR submissions; internal data audit; NAAC readiness	AQAR submitted on time; data reconciliation reports; NAAC/NIRF documentation completeness
Values & Sustainability	Embed sustainability and community engagement in campus life	Rainwater harvesting, plantation, waste management; extension activities; inclusive practices	Green audit reports; number of extension activities; scholarships for needy students

Action Plan and Year-wise Phasing (2026–2033)

The action plan below lists key activities, responsible actors and the phased timeline. The plan is staged to match institutional capacity and funding. Each action will be tracked through an implementation tracker owned by the IQAC.

Phase and Major Milestones

Phase 1 (2026–27): IDP approval, mobilisation of seed funds, urgent accessibility upgrades, start of major infrastructure design, introduction of bridge courses and short-term certificate programmes, initial ICT upgrades, digital central library planning, ERP procurement and IQAC strengthening.

Phase 2 (2027–28): Implementation of priority infrastructure (classrooms, labs), launch of vocational/B.Voc proposals (subject to approvals), rollout of ERP modules, first faculty development cycle, and launch of the Research and Publication Cell's seed grants.

Phase 3 (2028–29): Completion of core academic infrastructure, expansion of e-resources, start of hostels (if funded), continued roll-out of multidisciplinary programmes and placement strengthening.

Phase 4 (2029–30): Mid-term review, adjustments, emphasis on research outputs, MoUs with employers, and intensification of alumni mobilisation.

Phase 5 (2030–33): Consolidation of earlier investments, rollout of remaining programmes, end-of-plan review and preparation of the next institutional plan.

Representative Action Table (select examples)

Activity	Responsible	Timeline (by fiscal year)	Indicative resources
Approve IDP and publish on website	Governing Body, Principal, IQAC	2026–27 Q1	Staff time; no capital
Install ramps, accessible toilets, walking aids and basic accessibility features	Works Committee, Principal	2026–27	Allocated from Values & Sustainability and Infrastructure budgets
Procure and implement ERP (admissions, finance, examination modules)	IT Committee, Principal	2026–27 to 2027–28	Governance & IT budget
Upgrade 10–12 classrooms with ICT and projectors	Departments, IQAC	2026–27 to 2027–28	Teaching–Learning budget and Infrastructure
Launch bridge courses and remedial ADCD for entry-level support	NEP Coordinator, Mentoring Committee	2026–27	Existing faculty time; small consumables budget

Activity	Responsible	Timeline (by fiscal year)	Indicative resources
Establish Research and Publication Cell and seed grant scheme	IQAC, Research Coordinator	2027–28 onwards	Research budget; seed grants for small projects
Expand library space and subscribe to e-resources (e-books, e-journals)	Library Committee, Principal	2026–27 to 2028–29	Library allocation and Infrastructure
Construct or refurbish classrooms and laboratories on available campus land	Construction Committee, Principal, GB	2026–27 to 2028–29	Main Infrastructure allocation
Revive Alumni Association and activate fundraising and mentoring programmes	Alumni Coordinator, Principal	2026–27 onwards	Student Support and Governance budgets
Organise annual faculty development workshop	IQAC, Principal	Annual (from 2027–28)	Faculty Development budget

Activity	Responsible	Timeline (by fiscal year)	Indicative resources
and provide conference support			

Monitoring, Evaluation and Review

Accountability and monitoring are central to successful implementation. The IQAC will maintain an IDP implementation tracker with the following features: activity owner, start and end dates, budget allocated and used, expected outputs and links to documentary evidence. The IQAC will convene quarterly IDP review meetings involving action owners and the budget committee. A mid-term review will be scheduled in 2029–30 to re-phase or re-prioritise activities if necessary.

- Quarterly reporting by action owners to IQAC.
- Half-yearly stakeholder feedback (students, staff, employers, alumni).
- Annual financial and performance audit; inclusion of IDP outcomes in the AQAR.
- Mid-term IDP review in 2029–30 and final review in 2033–34.

Risk Assessment and Mitigation

Risk	Likelihood	Impact	Mitigation strategy
Insufficient funds to complete infrastructure	High	High	Phase projects; prioritise critical items; apply for central/state grants; approach CSR and alumni for targeted funding.
Delays in regulatory approvals for new programmes	Medium	Medium	Early engagement with affiliating university; prepare complete, regulation-compliant proposals.
Dependence on contract faculty and staffing gaps	High	Medium	Plan recruitments against sanctioned posts; use contract-to-regular pathways; strengthen induction and mentoring.
Low research output	Medium	Medium	Provide seed grants; incentivise publications; build MoUs and small collaborative projects.
Data inconsistencies across reporting systems	Medium	High	Establish a single verified data repository in IQAC and conduct pre-submission audits for AQAR/NIRF.

Budget Summary

The IDP total budget for 2026–2033 is ₹30.00 crore. The distribution below reflects institutional priorities: a major share for infrastructure to address critical deficits and provide capacity for new programmes; substantive allocations for curriculum reform, teaching–learning upgrades, research seeding, student support and governance; and a contingency reserve to manage uncertainties.

Category / Programme	Total Allocation (₹ crore)
Infrastructure and Campus Facilities (classrooms, labs, hostels, library expansion, sports, accessibility, solar)	14.23
Curricular Development and New Programmes (B.Voc, short-term skill courses, PG proposals, Indian knowledge courses)	4.00
Teaching–Learning & Digital Classroom Upgrades (ICT, e-learning, central digital library)	3.00
Research, Innovation & Extension (Research Cell, seed grants, seminars, MoUs)	2.50
Student Support and Employability (Placement, counselling, language lab, entrepreneurship)	1.50
Governance & IT (ERP, transparency, e-governance)	1.50

Category / Programme	Total Allocation (₹ crore)
Faculty Development and Capacity Building (FDPs, conference support, administrative training)	0.77
Values, Sustainability & Accessibility (rainwater harvesting, plantation, Divyangjan facilities, scholarships)	0.30
Contingency and Reserve Fund	2.20
Total	30.00

Notes on budget distribution - Infrastructure (₹14.23 cr): focused on urgent classroom and lab construction, library expansion and accessibility work early in the plan, with phased investments for hostels, indoor sports and staff accommodation later in the programme as funds permit. - Curricular Development (₹4.00 cr): includes costs for programme design, faculty hiring support for new programmes, equipment for vocational courses and initial running costs. - Teaching–Learning (₹3.00 cr): procurement of classroom ICT, campus-wide networking, digital library subscriptions and AV support. - Research (₹2.50 cr): seed grants, research workshops, small laboratory support and MoU facilitation. - Student Support (₹1.50 cr): placement cell operations, counselling, scholarships for needy students and entrepreneurial incubation support. - Governance & IT (₹1.50 cr): ERP deployment and support, transparency portal and training for administrative staff. - Faculty Development (₹0.77 cr): FDPs, conference travel support and incentives for PhD completion. - Values & Sustainability (₹0.30 cr): environment, green campus and

inclusivity measures. - Contingency (₹2.20 cr): unplanned needs, escalation and matched funding requirements.

Year-wise Phasing of Total Expenditure (₹ crore)

Financial Year	Planned Expenditure (₹ crore)
2026–27	8.00
2027–28	6.00
2028–29	4.50
2029–30	3.50
2030–31	2.50
2031–32	2.00
2032–33	1.50
2033–34	2.00
Total (2026–2033)	30.00

The IQAC will translate the category-wise allocations into detailed year-wise project budgets during Q1 of 2026–27 and publish an annual budget plan. This will include project-level cost estimates, procurement timelines and funding sources identified for each major component.

Governance, Implementation and Approvals

Governance arrangements - The Governing Body (GB) approves institutional strategy, major capital expenditures and policy decisions. - The Principal is responsible for execution, reporting to the GB and ensuring statutory compliance. - IQAC owns the IDP tracker and is responsible for monitoring, internal audits and annual progress reports. - A Budget Committee chaired by the Principal with representative faculty and accounts officers will approve annual budgets, review variances and recommend re-phasing when required.

- IDP approval: Governing Body meeting Q1 2026–27.
- IDP tracker activated: IQAC, Q1 2026–27.
- Quarterly IDP review meetings: IQAC with action owners.
- Mid-term review: 2029–30.
- Final review and next-plan preparation: 2033–34.

Approvals and Signatures

Approved by the Governing Body of R. G. Baruah College on 6 November 2026

Signatures:

Principal

President, Governing Body

PRESIDENT OF G.B.
R. G. BARUAH COLLEGE
GUWAHATI-781025

Principal
R.G. Baruah College
Guwahati-781025

Coordinator, IQAC

Co-Ordinator
Internal Quality Assurance Cell (IQAC)
R.G. Baruah College
Guwahati, Assam-781025

Preparation Committee

1. Dr. Dipankar Talukdar, Coordinator, IQAC
2. Mr. Sanjay Kumar Saikia, NEP Coordinator
3. Dr. Manoj Kumar Das, Member
4. Dr. Utpal Kalita, Member

Annexures (Implementation Framework and Templates)

Annexure A: Responsibility matrix (sample) - Principal: Overall execution, statutory approvals, external funding proposals. - IQAC Coordinator: IDP tracker, data verification, AQAR alignment, monitoring. - NEP Coordinator: Curricular design, bridge courses and vocational proposals. - HODs: Department-level implementation and data collection. - Works Committee: Site implementation for construction, accessibility and maintenance. - Budget Committee: Financial discipline, monthly and quarterly reviews. - Alumni Coordinator: Alumni engagement and fundraising.

Annexure B: IDP tracker template (to be used in spreadsheet or ERP) - Columns: Activity ID, Activity name, Priority area, Action owner, Start date, End date, Budget allocated, Budget spent to date, Status (Not started/In progress/Completed), Evidence link, Remarks.

Annexure C: Quarterly reporting format (sample) - Quarter and fiscal year - Activities planned - Activities completed - Funds allocated and spent - Variance explanation - Key risks and mitigation actions - Required GB decisions

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This IDP is submitted to the Governing Body for approval. Upon approval the IQAC will publish the IDP on the college website and start the implementation tracker, financial planning and initial procurement steps for Phase 1 (2026–27).