



# INSTITUTIONAL DEVELOPMENT PLAN

Session 2023-24 to 2038-39

## Bhattadev University, Bajali

A Public State University established by upgrading Bajali College under Assam Act  
No. XXXVI of 2017

Prepared by  
IQAC, Bhattadev University

[www.bhattadevuniversity.ac.in](http://www.bhattadevuniversity.ac.in)

# GOVERNOR'S SECRETARIAT, ASSAM

RAJ BHAVAN : GUWAHATI-781001.

No: GSA.128/2021/80

Date: 13<sup>th</sup> September, 2023

From : **Smti Kabita Deka, ACS**  
Secretary to The Govt of Assam  
Chancellor's Secretariat,  
Raj Bhavan, Assam, Ghy-01

To : **The Vice Chancellor**  
Bhattadev University,  
Bajali, Pathsala,  
Assam, 781325

Sub : Reminder regarding Institutional Development Plan (IDP).

Ref : Earlier letter No: GSA.128/2021/31, Dated 16<sup>th</sup> August, 2023.

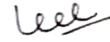
Sir,

With reference to the subject cited above, your goodself was requested to furnish an institutional development plan developed according to the University Grant Commission's Guidelines to the office of the Undersigned within a month from the issuance of our earlier letter. But till date no such communication has been received from your end.

In this connection you are requested to kindly expedite the process and submit the institutional development plan to the office of the undersigned **on or before 30<sup>th</sup> September** for onward submission to The Hon'ble Governor of Assam cum Chancellor of Bhattadev University.

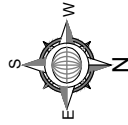
This is for your kind information and necessary action.

Yours faithfully



**(Kabita Deka, ACS)**

Secretary to The Govt of Assam  
Chancellor's Secretariat,  
Raj Bhavan, Assam, Ghy-01



**AREA STATEMENT**

AREA OF THE PLOT = 66,906.4687 Sqm  
 LENGTH OF BOUNDARY = 1,12,17.7 m  
 SURVEYED ON 26TH MAY, 2020  
 = 50 Bha (1.37 Lacs)

**LEGEND:**

- 1. ASSAM TYPE HOUSE
- 2. RCC BUILDING
- 3. TREE
- 4. FULL WALL
- 5. PROPERTY ROAD
- 6. MAIN MAIN ROAD
- 7. GRASS FIELD
- 8. POND
- 9. BOUNDARY
- 10. RIVER
- 11. BRIDGE
- 12. TWO WHEELER PARKING
- 13.4 WHEELER PARKING

**NOTE:**  
 ONLY BUILDING AND ROAD NETWORK

**PROJECT TITLE:**  
 PROPOSED MASTER PLAN LAY-OUT  
 OF BHATTADEV UNIVERSITY AT  
 BAJALI, PATSALA.

**CLIENT:**

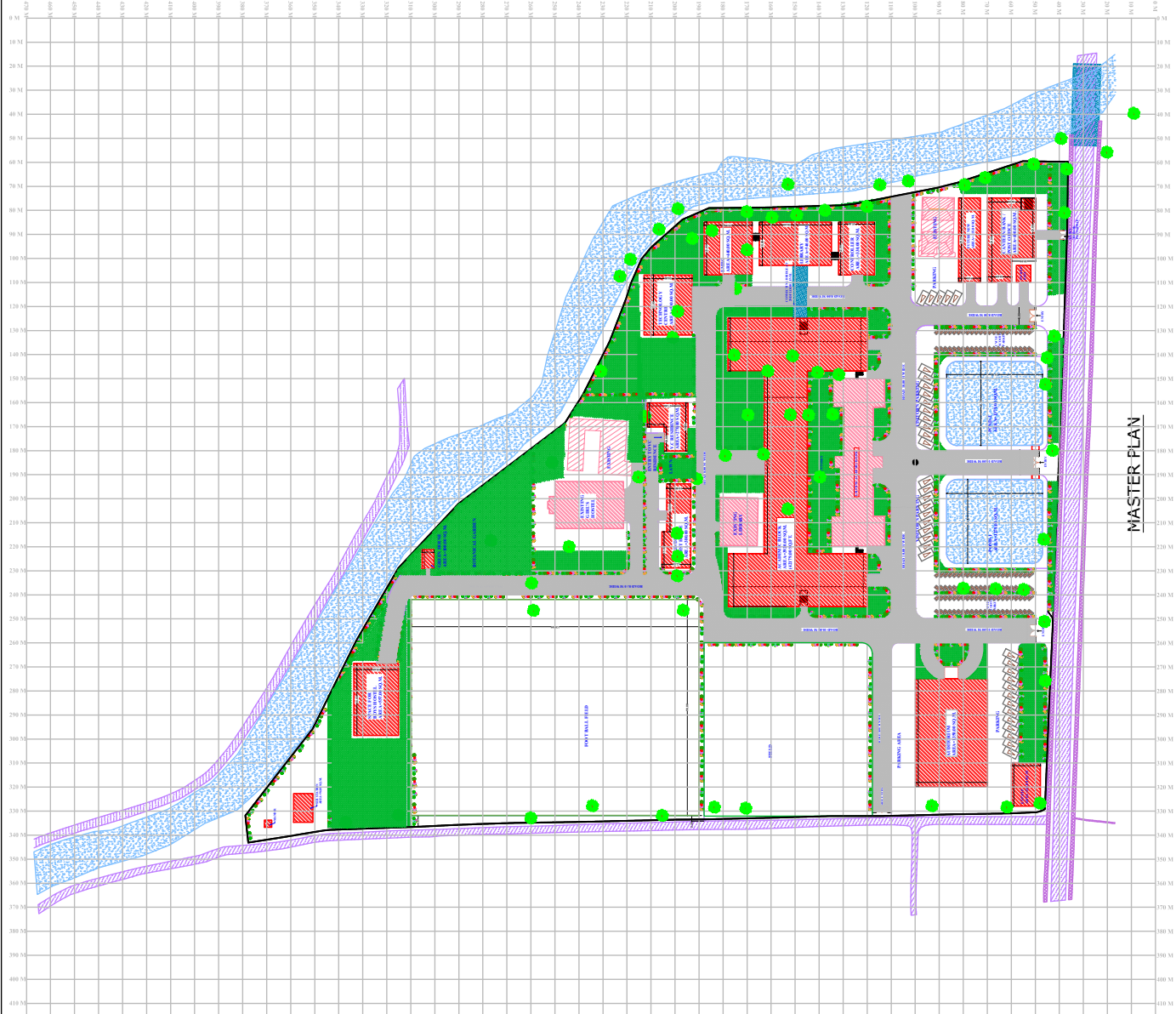
**DRAWING CONTENT:**  
 MASTER PLAN

**DATE:** 21/09/2020  
**SCALE:**  
**DRAWN BY:** Rubidjo  
**DEALT BY:**

**ARCHITECTS:**  
 AR. RITUL SARMA AR. ALPANA SARMA



- NOTE :**
1. ACADEMIC BLOCK (PROPOSED)
    - a. GROUND FLOOR = 156,800 SQ.M. (1,67,70,00 SQ.FT)
    - \* PARKING AREA = 276,000 SQ.M. (2,94,52,00 SQ.FT)
    - \* FLOOR AREA = 408,800 SQ.M. (4,37,72,00 SQ.FT)
  - b. FIRST FLOOR = 418,200 SQ.M. (44,998,00 SQ.FT)
  - c. SECOND FLOOR = 418,200 SQ.M. (44,998,00 SQ.FT)
  - TOTAL BUILT UP AREA = 1,243,200 SQ.M. (1,33,768,00 SQ.FT)
2. AUDITORIUM
    - \* AREA = 158,000 SQ.M. (1,69,26,00 SQ.FT)
    - \* CAPACITY = 1000
  3. BOY'S HOSTEL
    - \* AREA = 57,400 SQ.M. (619,900 SQ.FT)
    - \* AREA = 270,000 SQ.M. (2,90,500 SQ.FT)
  4. V.C. RESIDENCE
    - \* AREA = 300,000 SQ.M. (3,24,000 SQ.FT)
  5. REGDORAN/GUEST HOUSE
    - \* AREA = 800,000 SQ.M. (8,58,000 SQ.FT)
  6. TECHNOLOGY CENTRE
    - \* AREA = 500,000 SQ.M. (5,38,000 SQ.FT)
  7. EMBC
    - \* AREA = 400,000 SQ.M. (4,24,000 SQ.FT)
  8. LIBRARY
    - \* AREA = 500,000 SQ.M. (5,38,000 SQ.FT)
  9. CONTROLLER OFFICE
    - \* AREA = 500,000 SQ.M. (5,38,000 SQ.FT)
  10. CANTEN/BANK/POST OFFICE
    - \* AREA = 600,000 SQ.M. (6,45,000 SQ.FT)
  11. FOOT BALL FIELD
    - \* AREA = 100,000 SQ.M. (1,06,200 SQ.FT)
  12. FIELD
    - \* AREA = 565,000 SQ.M. (6,03,700 SQ.FT)
  13. FUTURE NEW
    - \* AREA = 216,000 SQ.M. (2,31,400 SQ.FT)
  14. SUB STATION
    - \* AREA = 90,000 SQ.M. (96,300 SQ.FT)
  15. POND 1
    - \* AREA = 475,000 SQ.M. (5,08,500 SQ.FT)
  16. POND 2
    - \* AREA = 475,000 SQ.M. (5,08,500 SQ.FT)
  17. FUTURE NEW
    - \* AREA = 35,000 SQ.M. (3,73,900 SQ.FT)
  18. GREEN HOUSE
    - \* AREA = 100,000 SQ.M. (1,07,600 SQ.FT)



**Pathsala Campus**

16, Jhamesh Path, Ghatampur, Gopalganj, Bihar, India - 721125  
 Phone: +91 94310 13131  
 Email: info@ajkarchitects.com

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## INSTITUTIONAL IDENTITY ::

- Name of the Institute : Bhattadev University, Bajali  
Pathsala-781325, Barpeta, Assam  
[www.bhattadevuniversity.ac.in](http://www.bhattadevuniversity.ac.in)
- Year of Establishment : Founded in 1955 as Bajali College, upgraded to Bhattadev University in the year 2019.
- Type of the Institution : State University
- Institutional Status : Government
- Programmes offered
  - Bachelor's : B.A., B.Sc. (16 Honours programmes)
  - Master's : M.A. (Assamese, Economics, English, Political Science)  
: M.Sc. (Chemistry, Geography, Mathematics, Physics, Zoology)  
: M.Com.
  - Int. Master's : M.A. (Sanskrit) , M.Sc. (Chemistry)
  - Ph.D. : Assamese, Chemistry, Geography, Mathematics, Physics,  
Zoology

## GENERAL PROFILE OF THE UNIVERSITY :: A Thumbnail Sketch

Bhattadev University, Bajali, is the realization of a long-cherished dream of the people of the greater Bajali region, Assam, which came into being on the 24th of June, 2019, after the first Vice-Chancellor of the University, Prof. Birinchi Kr. Das, assumed office. The University was upgraded from the erstwhile Bajali College, which had a glorious history of more than six decades and was widely recognized as one of the prominent educational institutions in the state of Assam. The University was established by an Act of the State Legislature - Bhattadev University Act, 2017, to which the Governor of Assam gave his assent on the 16th of October, 2017. It is named after an illustrious son of Assam, Baikunthanath Bhagavat Bhattacharya, popularly known as Bhattadev, who is acknowledged as the father of Assamese prose. Bhattadev's erudition in Sanskrit grammar and literature, along with his command over the *Shrimadbhagavata Purana*, earned him the title of Bhagavat Bhattacharya.

Bajali College was the fruition of the vision and dedication of many prominent individuals of Bajali, as well as the toil and sacrifice of the local agrarian community, who contributed from their earnings of selling rice paddy to the establishment of the college. Bajali College was established under the dynamic leadership of Kameswar Das, a Gold Medalist from Calcutta University. Starting from its humble origins in the year 1955, Bajali College strived towards academic excellence and came to be known as one of the best colleges for science education in Assam. It is worth mentioning here that Bajali College had started postgraduate programmes in

Geography and Zoology way back in the early 1980s, with the M.Sc programme in the Department of Geography being the second oldest one in Assam after that of Gauhati University. The College was Bajali accredited with “A” Grade in its 2nd cycle by NAAC in the year 2016.

Following its establishment as a University in 2019, Bhattadev University introduced the postgraduate program in Physics in the very first year of its inception. The University commenced a 5-year Integrated M.Sc. Program in Chemistry from the 2022-23 academic session onward. Currently, Bhattadev University is running 10 Master’s programmes in Mathematics, Assamese, Zoology, Geography, Chemistry, Commerce, Economics, English, Physics and Political Science. The University has also begun Ph.D. programmes in several subject areas, effective from 2021.

The Government of Assam has allocated a larger plot of land to build a second campus for the University at a nearby place called Medhikuchi, where, with generous funding from the Government of Assam, new construction works have already begun. In addition, the institution is developing and refurbishing its infrastructure at its existing campus in Pathsala town and has implemented NEP 2020 from the academic year 2023-2024. Sixteen bright individuals have recently been appointed as Assistant Professors in various departments of the University, and in addition to filling up three more vacancies of Assistant Professor posts, the University is also preparing to recruit seven Professors, 14 Associate Professors, and 14 Assistant Professors against new posts sanctioned by the Government in the recent past. The University is also taking steps to recruit non-teaching staff members against sanctioned posts.

## THE UNIVERSITY EMBLEM ::



The emblem has been designed by modifying the emblem of erstwhile Bajali College following the addition of a Puranic motto ‘sā vidyā yā vimuktaye’ with the meaning ‘Knowledge is that which liberates’. Let knowledge liberate us from disease, grief, greed, envy, sin, poverty, bondage, dearth, ignorance, superstition, narrowness etc. Let there be an institution of excellence at Bajali, a university that will attract the best of minds – students, staff and visitors alike and let the university help us in understanding the society we live in and at the same time, in providing solutions to the problems that the society faces.

## MISSION ::

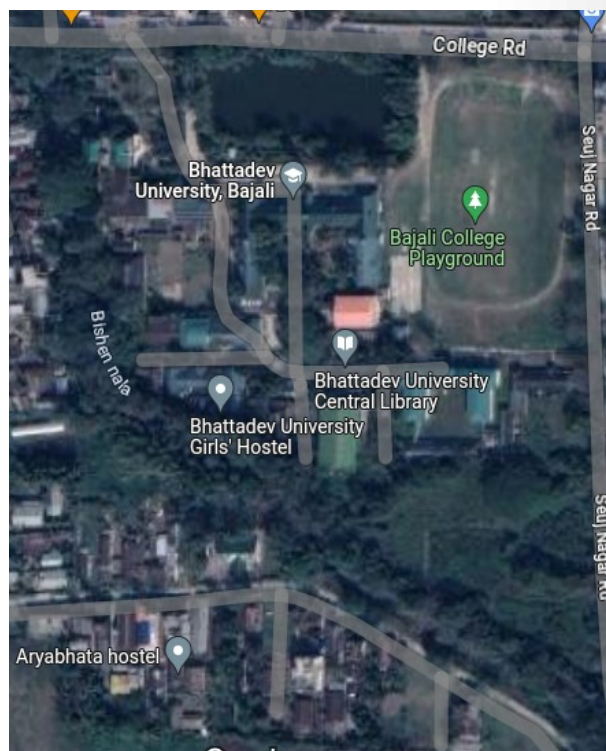
To develop an excellent university meant for skilling and educating people at large, developing excellent human resources with leadership qualities, ethical and moral values, research culture, and innovative skills through higher education that are relevant to the society with special attention to local needs.

## VISION ::

- To become an institution of higher education with a commitment to research while remaining deeply engaged in undergraduate education.
- To provide opportunities for students to choose what they will study and to discover new fields of interest by following the path of liberal arts education, which will also enable learners to experience the rigors of specialization.
- To encourage multidisciplinary and interdisciplinary studies by establishing new departments and by orienting institutional focus toward areas of contemporary relevance.
- To conduct research activities with a focus on locally relevant sustainable development goals while being a responsible partner in regional, national, and global efforts.
- To pursue excellence in all spheres of involvement in order to become custodians of our culture and channels of communication with the world.

## THE UNIVERSITY CAMPUS ::

Bhattadev University is located in the eastern part of the Pathsala town under Barpeta District of Assam, India. It is situated approximately 95 kms west of Guwahati, the capital city of Assam. Geographically, the university's campus extends from 26°30'07" N to 26°30'18" N latitude and from 91°11'01" E to 91°11'11" E longitude. The Bisannala channel passes through the western and southern sides of the campus, while the Pathsala-Howli Road surrounds the northern side. The Pathsala-Railway Station is located 1.5 km away from the University, and the N.H.-31 passes just 500 meters north of the campus. The University's existing campus covers 16 acres of land, and the new campus at Medhikuchi, at a distance of about 8 kilometers from Pathsala covers 120 acres of land.





**STUDENT-TEACHER STATISTICS :: (CURRENT STATUS)**

Sl. No.	Department	Total Enrollment			Total sanctioned posts (in regular basis)	Filled up post (in regular basis)	Student-Teacher ratio
		UG	PG	Ph.D.			
1	Assamese*	220	71	13	10	05	1 : 61
2	Economics	112	35	-	04	04	1 : 36
3	Education	77	-	-	02	02	1 : 43
4	English*	126	46	-	10	04	1 : 43
5	Geography*	114	55	08	12	07	1 : 25
6	History	101	-	-	04	04	1 : 25
7	Mass Com. & Journalism*	51	-	-	01	00	1 : 51
8	Philosophy	133	-	-	04	04	1 : 33
9	Political Science	221	55	-	04	04	1 : 70
10	Sanskrit	95	-	-	04	04	1 : 25
11	Botany	133	-	-	05	04	1 : 33
12	Chemistry*	90	20	08	10	06	1 : 20
13	Mathematics*	159	80	04	09	05	1 : 49
14	Physics*	94	40	06	11	05	1 : 28
15	Statistics	56	-	-	03	03	1 : 27
16	Zoology*	127	62	07	12	05	1 : 39
17	Commerce & Management*	-	38	-	02	00	1 : 38
18	Sociology*	1	-	-	01	00	-
19	Physical Education*	For All students			01	00	-
20	Computer Science*	3	-	-	01	00	-

\* The recruitment against the vacant positions in these departments is under process. This is expected to improve the Teacher:Student ratios.

**Total Enrollment : - 2411 ( Male : 976 Female : 1435 ) M : F = 2 : 3**

**Total SC students : - 239;**

**Total ST students : - 141;**

**Total OBC students : - 514**



**NON-TEACHING STRENGTH :: (CURRENT STATUS)**

Name of the post	No. of Sanctioned Posts	In service	Vacant	Remark
Vice-Chancellor	01	01	00	
Registrar	01	00	01	Post not filled up due to a Court order
Academic Registrar	01	01	00	
Controller of Examinations	01	01	00	
Deputy Registrar	01	01	00	
Deputy Controller of Examinations	01	00	01	
University Librarian (University)	01	00	01	
Librarian (College)	01	01	00	
Finance Officer	01	00	01	Likely to join on 11/10/2023
Assistant Librarian (University)	01	00	01	
P.S. to Vice-Chancellor	01	01	00	
Head Assistant	01	01	00	
Assistant Librarian	01	00	01	Incumbent on lien
Accountant	01	01	00	
Senior Assistant	02	02	00	
Junior Assistant	07	03	04	
Account Assistant	01	00	01	
Laboratory Assistant	01	01	00	
Laboratory Bearer	17	11	06	
Library Assistant	02	01	01	
Library Bearer	02	02	00	
Grade IV	05	04	01	
Office Assistant (MTS)	05	00	05	



## FOREWORD ::

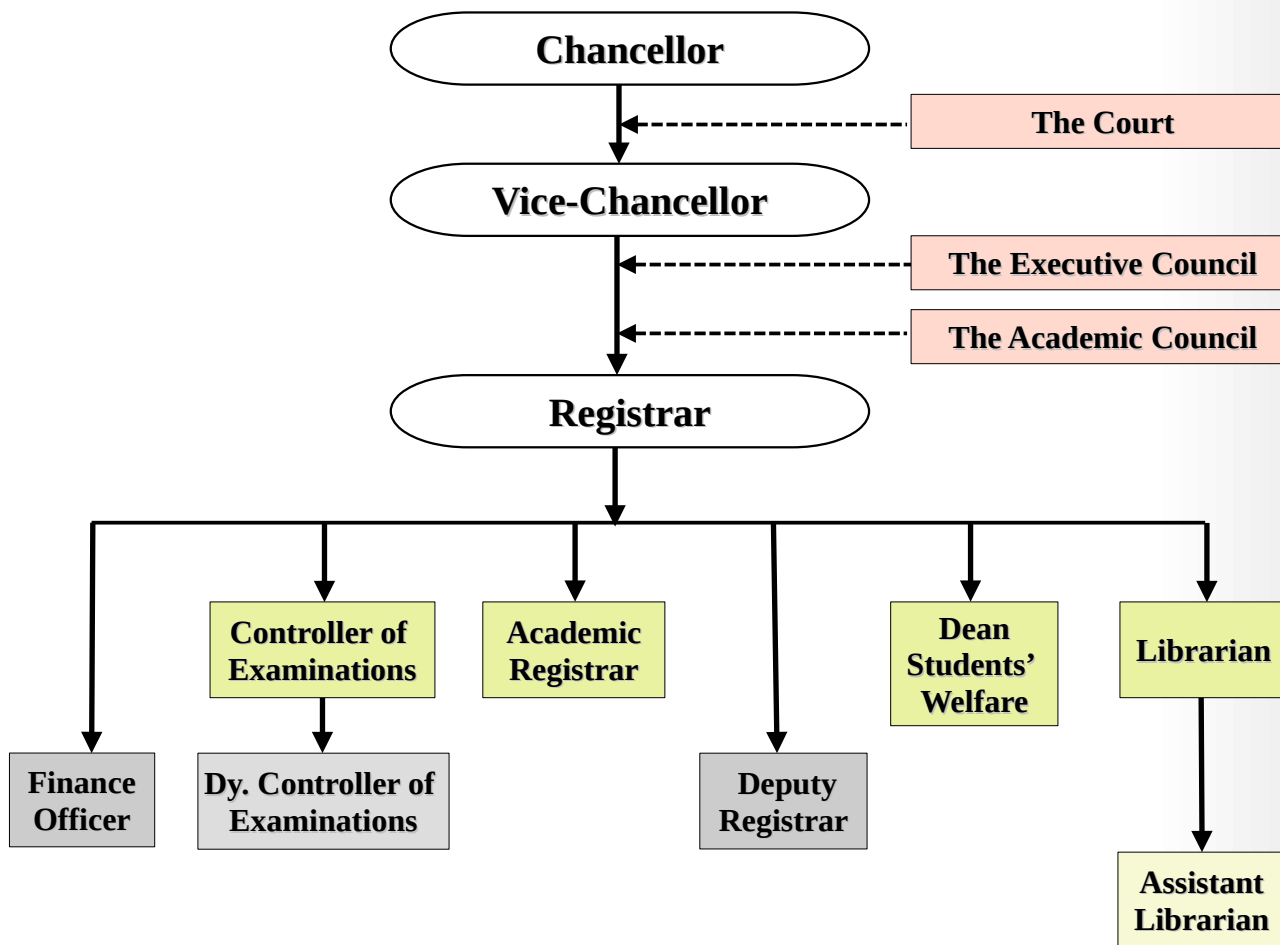
Bhattadev University is a new university which has been formed by upgrading Bajali College of Pathsala in the year 2019. It continues to operate from the original college campus at the eastern side of Pathsala town although construction works have begun at the newly allotted 120-bigha plot at Medhikuchi at a distance of about 10 kilometers from the Pathsala Campus of the University. Only minor improvements to existing college infrastructure have been so far carried out, although construction work on a small academic building has begun in this campus too. Sanctioned teaching and non-teaching posts are being filled up; to run self-financed programmes help of temporary teaching and non-teaching workers is also being taken. With sixteen Bachelor's programmes and ten Master's programmes the university has enrolled close to 1000 students during the current academic session which is about 30% higher in number compared to students admitted in the 2022-2023 academic session. With its modest beginning in 2021-2022, the PhD programmes of the university have already started showing results and a few research papers have already been published by researchers from the University. With about 2500 students currently, the university is facing constraints of classroom and laboratory space particularly because the largest building in the campus had to be abandoned due its dilapidated condition; but innovative steps are being taken on a daily basis to cope with the situation. Following the completion of the planned construction and renovation works in the Pathsala campus in the next twelve months the space constraints are likely to reduce. Utilization of the infrastructure being developed at the (new) Medhikuchi campus is likely to take at least a couple of more years. In spite of the constraints of infrastructure and deficiencies in human resources the university's endeavour to excel in both teaching and research continues unabated. The plan for the development of the university in the next 15 years has been primarily drafted by a team of dedicated individuals constituting Internal Quality Assurance Cell of Bhattadev University. I congratulate the team members for their good work while also stating that this Institutional Development Plan (IDP) is likely to become a dynamic document because the plans and activities of a university are likely to be determined by the needs of the society. The university hopes to start new study programmes in more areas of contemporary relevance particularly the second (new) campus becomes ready for occupation, particularly in view of the university's whole hearted efforts to implement NEP 2020 in the best possible manner.



Prof. Birinchi Kumar Das  
Vice-Chancellor  
**Bhattadev University**



**UNIVERSITY ORGANOGRAM ::**



**INSTITUTIONAL DEVELOPEMENT PLAN (IDP) ::**

The institution's primary goal is to educate, empower, and uplift its students while providing them with the necessary support for qualitative development. The institution places a strong emphasis on ensuring that enrolled students have ample opportunities for learning, research activities as well as recreation through involvement in sports and cultural activities. To achieve this, the construction of adequate infrastructure is deemed of utmost importance. This infrastructure includes well-equipped ICT-enabled classrooms, a computer center, an all-weather playground including outdoor volleyball/basket ball courts, an auditorium, a spacious library, state-of-the-art laboratories, separate hostels for girls and boys, a college canteen, an accessible campus for people with disabilities, proper sanitation and drinking water facilities, and a green campus. Innovative teaching techniques are to be employed throughout the university to empower students. More importantly, the employability of the graduates of the university must be ensured. Various groups and committees, including the NSS, NCC, and various Committees, the Students' Welfare office, the students' union need to actively work towards empowering students and fostering a sense of community engagement.





Bhattadev University has been trying to ensure all the above to the best possible extent, although a lot more needs to be done. Another significant initiative of the university is the availability electronic books and journals that can be accessed through INFLIBNET and also the EBSCO database. The library also aims to expand its collection of books and journals and renew existing journal subscriptions. The university plans to establish subject-based forums within each department, where outreach activities such as seminars, workshops, and conferences will be conducted at all levels, harnessing the resources of both faculty and students to advance society as a whole.

Students are encouraged to gather information from government-run organizations and institutions. They play a vital role as resource persons in implementing various government projects in their home villages, including initiatives like the Eco-club, Life-skills club, and Health Camps. These initiatives not only benefit the less fortunate but also enhance the students' research capabilities. The university also intends to improve students' exam performance through remedial sessions, as their learning outcome/success ratio is currently average. To enhance employability, coaching classes for competitive tests will be conducted. Additionally, certificate programs in computer applications, secretarial skills, apparel design, and beautician training will be introduced in accordance with NEP-2020 to promote self-employment among students.

Furthermore, the institution aims to enhance the computer skills of its academic staff, support personnel, and students, making them more tech-savvy and accessible. The objective is to ensure that every teaching staff member enrolls in a Ph.D. program and publishes work in peer-reviewed publications. Numerous training programs will be implemented to improve faculty's pedagogical practices and subject-specific knowledge. Training in soft skills, UGC acts, and university acts will also be organized to enhance the management abilities of administrative staff and faculty members.

## SWOC ANALYSIS ::

All the stakeholders of the institution (constituting the teaching and non-teaching staff along with students' union/local representatives and some parents) over a period of time have discussed various issues pertaining to the university. The following SWOC analysis has been reached by the stakeholders and the core committee, which is led by the IQAC. The following elements were examined and included in the current methodology:-

- Information and data –Academic and Administrative
- Student opinions in the form of feedback
- Brainstorming by faculty
- Non-teaching staffs feedback
- All other stakeholders' opinion

**Strengths :**

- S1: Healthy enrollment of Students [GER].
- S2: Healthy enrollment of female students and students from socially and economically underprivileged background.
- S3: Multidisciplinary approach as per NEP-2020.
- S4: Quality teaching and administrative staff with progressive thinking.
- S5: Green and eco-friendly campus.
- S6: Academic programmes in three main streams: Arts, Science and Commerce.
- S7: Increasing Demands for Arts/Science and Commerce programmes in UG/ PG level.
- S8: Ragging Free campus.
- S9: Large campus area (two campuses, one inherited from Bajali college along with the infrastructure, one under development).
- S10: Positive attitude of staff for team work.
- S11: Enthusiasm of most of the faculty members for teaching and research.
- S12: Faculties from diverse communities and regions of the state.
- S13: Educationally minded population of surrounding areas.
- S14: Ongoing construction work to set up a digital audio-video recording studio.

**Weaknesses :**

- W1: 12(B) UGC recognition is yet to be obtained.
- W2: Accreditations/ Rankings from NAAC & NIRF etc. are yet to be obtained.
- W3: Inadequate amount of Research & Development infrastructure and no institution industry interaction.
- W4: Inadequate fund/grants received from the Government.
- W5: Insufficient conventional/digital/seminar classrooms.
- W6: No hostel accommodation for boys and less for girls.
- W7 : No proper and professional training for sports & cultural activities.
- W8: No physical/ mental health care facilities/counsellors inside the campus.
- W9: Lack of awareness regarding adverse effects of globalization, media & technology on the younger generation.
- W11: Inadequate number of techno-literate staff.
- W12: Less active career counselling and placement cell for students.
- W13: Poor infrastructure to commuting to and from the campus.
- W14: Insufficient staff in various sectors/branches.
- W15: Low financial support for full time research scholars.
- W16: Poor e-governance, library facilities, sanitation etc.
- W17: Poor Digital Infrastructure.



**Oppurtunities :**

- O1: Scope for opening new PG programmes, integrated B.Ed. and UG programmes for commerce, other professional, vocational & skill courses.
- O2: Scope for becoming an affiliating university.
- O3: Mentor-Mentee system implementation.
- O4: Strengthening governance/e-governance.
- O5: Scope of applying innovative ideas in rural areas and harness local talents.
- O6: Accelerating the assessment and accreditation process.
- O7: Optimum utilization of the campus land to develop a smart, eco-friendly & sustainable campus.
- O8: Scope of collaboration institutions.
- O9: Tie-up opportunities with various PSUs, government institutions, NGOs, etc. for establishing a career guidance cell and/or sports/research facilities.
- O10: Outreach activities in socially and economically backward/rural areas inhabited by the underprivileged people of the home and neighbouring districts.
- O11: Establishment of a full fledged IKS & cultural research center along with museum.
- O12: To induct Professor of Practice, introduce faculty exchange programs, and inviting visiting scientists / professors, etc.
- O13: Establishing a Skill and Entrepreneurship Cell as per NSQF guidelines.
- O14: Developing MOOCs in local language.
- O15: Improvement teacher engagement in teacher and research activities.

**Challenges :**

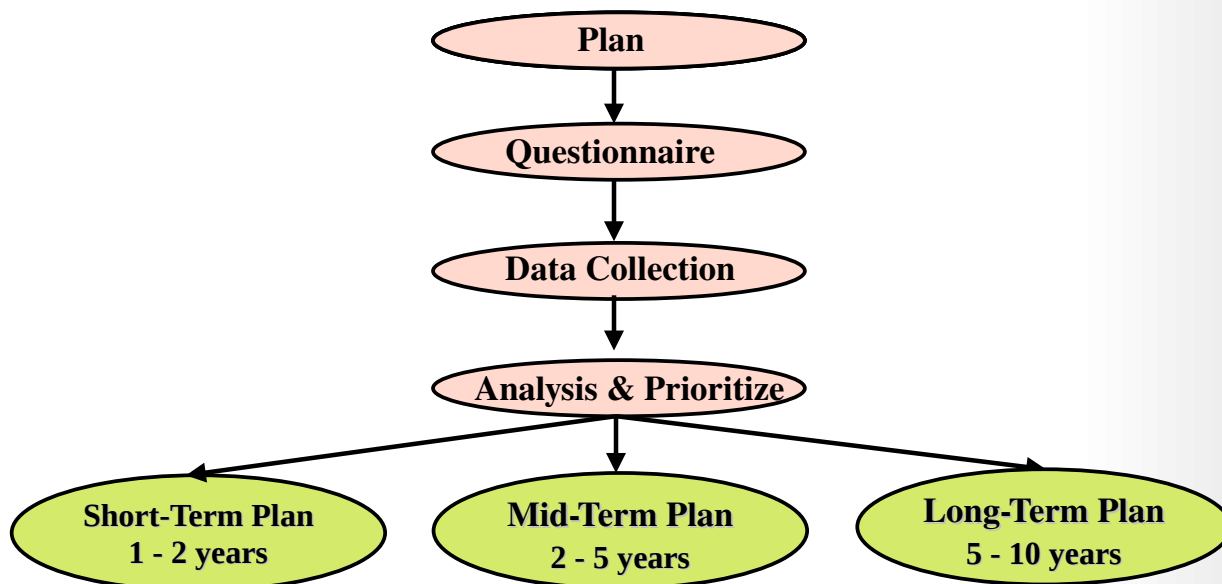
- C1: Location in semi-urban setting.
- C2: Lukewarm involvement of stakeholders in institutional developmental activities.
- C3: Retrieval of digital data and central repository of data.
- C4: Frequent requisition of the campus for conducting all kinds of election and external examination works.
- C5: Both the campuses are vulnerable towards natural calamities, especially floods.
- C6: Professional and technological skill development of staff.
- C7: Building a professional and vibrant research-academic environment.
- C8: Attracting young talents, with a special focus on underprivileged sections of the society and students from others states.
- C9: Resource-mobilization through consultancy and research.
- C10: Successful implementation of NEP-2020 with limited infrastructure.
- C11: To become a financially self-sustained institute.
- C12: Poor infrastructure.



## INSTITUTIONAL STRATEGIC PLAN BASED ON SWOC ANALYSIS ::

- Building on our strengths and heading towards UGC recognition under section 12(B) of UGC Act, accreditation/ranking from central agencies.
- To raise the standard of already available courses by making them more pertinent, skill-focused, and responsive to market demands, as well as to introduce Add-on need based courses from NSQF to enhance students' employability.
- To adopt novel methods (e.g. Digital) of course deliver and to improve evaluation methods.
- To improve physical and digital infrastructure.
- To make teaching learning process more effective by introducing digitally-enabled classrooms, ICT integrated teaching and trained faculty in innovative teaching methodology.
- Encourage greater collaboration between organisations addressing a social issue to increase students' social responsibility and awareness.

## ROAD MAP TO IMPLEMENT THE STRATEGIC PLAN ::



## STRATEGIC PLAN FOR IDP & LINKAGE WITH SWOC ANALYSIS ::

Sl No.	Activities	Link with SWOC Analysis	Specific Requirements	Plan Tenure
1	Introducing new courses and strengthening existing course	W5, W16, C12	<ul style="list-style-type: none"> <li>• Infrastructural facilities of classrooms</li> <li>• Infrastructural facilities of library</li> <li>• Infrastructural facilities of laboratories</li> <li>• Training and faculty development</li> </ul>	Short-term
2	Improving employability	O1, W12	<ul style="list-style-type: none"> <li>• Computer Training courses</li> <li>• Courses on AI &amp; Cyber security</li> <li>• Management of add on courses</li> </ul>	Short-term





SI No.	Activities	Link with SWOC Analysis	Specific Requirements	Plan Tenure
3	Improving physical infrastructure	W3, W5, W7, W13, W16, W17, O14, O15	<ul style="list-style-type: none"> <li>• Library automation</li> <li>• Classroom developments</li> <li>• Laboratories developments</li> <li>• Departmental seminar room</li> <li>• Guest Houses/Hostels</li> <li>• Well equipped Boys' &amp; Girls' hostel</li> <li>• Well equipped Research scholars' hostel</li> <li>• Hygenic sanitation facilities</li> <li>• Contruction of Roads/ motorways, bicycle paths and Parking place inside the campus</li> <li>• Vehicles for specially abled persons</li> <li>• Individual Cabins for faculty members</li> <li>• Teachers' common room</li> <li>• A well-equipped sports complex</li> <li>• An auditorium (500 capacity)</li> <li>• A Gymnasium Hall</li> <li>• Multimedia studio center</li> <li>• A well-designed swimming pool</li> <li>• Cafeteria, Dining Hall &amp; Mess facility</li> </ul>	Mid-term
4	Improving digital infrastructure	W17	<ul style="list-style-type: none"> <li>• An ERP with all possible modules</li> <li>• Developing an Learning Management System (LMS)</li> <li>• High speed LAN connectivity</li> <li>• Developing a robust web database</li> <li>• Bilingual (Eng. &amp; MIL) blogging for every course</li> <li>• Biometric attendance systems for students</li> <li>• Antiplagiarism softwares</li> <li>• Use of AI tools</li> </ul>	Short-term
5	Improving financial infrastructure	W4,C11	<ul style="list-style-type: none"> <li>• To develope financial literacy for resource generation</li> </ul>	Long-term
6	Enhancing the standard of the educational programmes	W5, W14, W16, W17, C3, O1, O12, O14	<ul style="list-style-type: none"> <li>• Classrooms with ICT integration (atleast one in every department)</li> <li>• Online (audio-visual) study materials for curriculum based courses</li> <li>• Online study materials for competitive exams</li> <li>• Well equipped laboratories</li> <li>• Central instrumentation facilities</li> <li>• Improving the departmental libraries</li> <li>• Professor of practices</li> <li>• Inviting visiting faculties/Scientists</li> </ul>	Short-term
7	Increasing students' sense of social responsibility and civic awareness	O8, O9, O10, W9, C8	<ul style="list-style-type: none"> <li>• Contacts and programmes with social organisations on a regular basis</li> <li>• Coordinating and organising ideas and plans for collaboration with NGOs</li> <li>• Running special camps</li> </ul>	Short-term

SI No.	Activities	Link with SWOC Analysis	Specific Requirements	Plan Tenure
8	Faculty development and enrichment	W3, W9, O12, O15, C6, C12	<ul style="list-style-type: none"> <li>Programmes for the growth of faculty</li> <li>Programmes for teacher exchange or internship</li> <li>Overseas exchange programmes</li> <li>Strategy to recruit faculties with Ph.D.</li> <li>Introducing Ph.D. programmes in feasible departments</li> <li>Encouraging the non Ph.D. faculty members to pursue Ph.D.</li> <li>Increased Research &amp; Development</li> </ul>	Mid-term
9	Governance/E-governance	W11, W16, O4	<ul style="list-style-type: none"> <li>Office automation</li> <li>Upgradation of website</li> <li>Software support to make things paperless</li> <li>RFID technology in library</li> </ul>	Short-term
10	Ensuring the eco-friendly and Green Campus	O7	<ul style="list-style-type: none"> <li>Plantation of trees and conducting Audits (energy, CO<sub>2</sub>-emission)</li> <li>Usage of solar energy (solar panel)</li> <li>Rain water harvesting practices</li> <li>Activating the waste-management procedures (Dustbin, waste treatment)</li> </ul>	Mid-term
11	Dealing with natural calamities such as flood	C5	<ul style="list-style-type: none"> <li>Construction of a proper drainage system to mitigate the effects</li> </ul>	Long-term
12	Emergency response facilities	W8	<ul style="list-style-type: none"> <li>Establishment of a Health care center with 24 x 7 support staff</li> <li>Modern Dispensary</li> <li>Health Insurance</li> </ul>	Mid-term

### EXPECTED RESULTS OF THIS PLAN ::

- Getting 12(B) Status/ recognition under UGC Act at the earliest so that the university can submit projects to receive grants from central funding agencies.
- Becoming an efficient affiliating institution along with the revival of the constituent college from where it has been upgraded as a University (Constituent College).
- Strengthening of the institution by enhancing the existing intake capacities for various programmes. Creation of a dynamic, quality-conscious environment on the campus to improve employability.
- Establishment of a centralized computer facility / Language lab / Smart class Rooms with back up features.
- Enhancement of infrastructure for conducting research activities.
- Strengthening of the library Resources.
- Full automation of administration and examination process.
- Offering sufficient sports facilities to sculpture the upcoming talents.



**ACTION PLAN :: SHORT-TERM GOAL****Introducing new courses and strengthening existing course ::**

Since the beginning of the new millennium, the education sector has undergone significant changes around the world. As a result, smarter, more efficient and more personalized educational programs are being developed every day that meet the specific needs and requirements of different students in a targeted and comprehensive manner. In this sense, our institute believes that the introduction of new features in the NEP-2020 syllabus will further increase the weight of existing courses. Below are some measures that the Institute will ensure.

1. Introduction of more number of programmes (e.g., those on Performing Arts, Artificial Intelligence, Data Science, more Master's and Bachelor's programmes in interdisciplinary, new and innovative areas) under the framework of NEP-2020 to offer more flexibility and opportunities to the students.
2. The University will be giving focus on Liberal Arts and Sciences programmes in future.
3. More integrated Master's programmes in relevant areas to be offered.
4. Optimal measures will be taken to integrate the courses belonging to the Humanities & Arts with STEM education.
5. Innovative projects/community engagement and service are to be offered.
6. Certificate/Basic courses on some other national/international languages will be designed and developed.
7. Renovation of Art and Cultural Museum will be done.
8. Setting up a Botanical Garden in the new campus.
9. Workshops will be held to promote local art, culture.
10. More emphasis will be given in study tours and experiential learning.
11. Necessary administrative measures will be taken to adopt government schools as well as nearby villages to give emphasis on extension activities.
12. Proposals submitted to the Government for establishing new departments will be pursued afresh

**Improving employability ::**

In today's highly competitive job market the pressure is on to make the best possible first impression and stand apart from their peers. With hundreds of graduates with similar qualifications and credits applying for the same jobs, it's crucial to have something that gives a student an edge and makes an employer hire, over other candidates. The institution has plans to train students in various employable skills like learning -

1. Emphasis will be given more in basic Communication and other (soft) skills especially in English language.

2. Certificate/diploma courses on basic ICT, computer applications, hardware and web programming will be introduced. Furthermore, as it is located in a semi-urban area, we are focusing on improving skills in traditional crafts, which will expand opportunities for self employment.
3. Workshops will be conducted in soft skills, entrepreneurial skills and personality development.

### **Improving digital infrastructure ::**

While an institution's physical infrastructure plays a key role in providing a conducive environment for students' studies, digital infrastructure is another important aspect and a key differentiator between institutions. It has truly transformed the delivery of educational and administrative content for educational institutions. The use of digital technologies in education is constantly changing the whole concept of educational provision, and in this sense, the University also strives to improve its digital status by:-

1. The University is going to have ERP (Enterprise Resource Planning) software as a comprehensive system that digitizes and automates university administrative operations.
2. The plans also set out objectives to develop environmental databases and Geographic Information Systems (GIS) repositories and maps for use across government, with a view to managing the country's natural resources more efficiently.
3. The University is on the path of making collaboration with Government approved technology leadership.
4. The University is set to construct a computer lab with all modern digital facilities along with utility and application software.
5. The University also has an aim to expand the services offered by the university mobile app.
6. More emphasis on the tele-working environment will be given.
7. The University will reinforce cyber security measures.
8. Repository facilities to make available to the students within the campus.
9. There will be a Data Science Center which is to be established.
10. A Digital Innovation Hub will also be established.
11. Scientific data management services will be provided to the researchers and faculties.
12. The University will establish a digital archival policy for the institution and its heritage.
13. The University will take necessary measures to strengthen the university presence on the web and on social networks like Instagram, Twitter (now X), etc.
14. The University also has an eye to build a platform for university digital publishing in open access.
15. The university's website will be revamped and made more informative and interactive.



16. A suitable budgetary structure will be developed that encourages the prioritization and continuous improvement of digital infrastructure every year.

### **Enhancing the standard of the educational programmes ::**

Education is a top priority for most countries around the world. Efforts to make it easier for students to attend classes and improve the quality of education can change the scenario for growth and prosperity. In order to record steady growth and improve the quality of education, Bhattadev University will take the following steps:

1. The University is going to introduce best fitted MOOC from platforms like SWAYAM, COURSERA, etc.
2. The University is open for adopting innovative pedagogical approaches, including, assessment methods.
3. The University is dedicated to implement the government initiatives in a proper manner.
4. The courses which are going to be introduced newly under various programmes will also be outcome oriented.
5. More number of remedial/tutorial classes will be inducted in the class routine/program schedule.
6. Demonstration models will be utilized in classes to ensure better understanding about a concept.
7. All the newly developed course will be placed for approval in the UG and PG Board of Studies (BoS) belonging to every department.
8. The research proposals will be scrutinized and eventually recommended through Departmental Research Committee (DRC) and the progress of a scholar will be monitored through Research Advisory Committee (RAC).

### **Increasing students' sense of social responsibility and civic awareness ::**

The purpose of the education system is to develop good human beings with rational thought and action, compassion and empathy, courage and resilience, scientific temperament and creative imagination, and sound ethical principles and values. Being a higher educational institute, Bhattadev University's purpose is also to develop an active, productive, and contributing citizenry to build the inclusive and pluralistic society envisaged in the constitution. Plans being identified are as follows:

1. Improving the quality of teaching/learning in the institute by bridging the gap between theory and practice through community engagement.
2. The University is going to place more emphasis on deeper interaction between higher education institutions and local communities, identifying and solving real-world problems facing communities in a spirit of mutual benefit.

3. The University will foster partnerships with the local communities so that students and teachers can learn from local knowledge and wisdom and then involve the local communities in making the curriculum, courses, and pedagogies more appropriate to achieving the goals of national development.
4. The University will devise a foolproof mechanism to promote values of public service and active citizenship among all of its stakeholders, especially its students, which will encourage and harness the natural idealism of young people.
5. Necessary measures will be taken to undertake research projects in partnership with the local community through community-based research methods.



### **Governance /E-Governance ::**

Governing structures for higher education are highly differentiated throughout the world, but the different models nonetheless share a common culture to improve the organization itself and its affiliating institutes. Steps like the following will be taken if this university becomes an affiliating one:

1. To convert into a multidisciplinary HEI by strengthening the institutional infrastructure necessary for education and research.
2. Institutional collaboration under this university will be encouraged leading to the award of dual-major degrees in light of NEP-2020.
3. Necessary rules and regulations will be developed for single-stream institutions and multidisciplinary institutions with poor enrollment to form cluster of colleges.
4. Appropriate committees/boards/councils like College Development Council (CDC) will be formed on term basis to look after the smooth functioning of affiliated cluster colleges.
5. A well-equipped Curriculum Development Committee/Board will be constituted with its affiliated members (colleges) to design/re-design and revise the curricula within the broad framework for course components as suggested by the UGC.
6. Constituent colleges will be encouraged, mentored, supported, and incentivized to gradually attain the minimum benchmarks required for each level of accreditation.
7. Provisions will be also be formalized if colleges willing to become part of a university as a constituent college should submit a proposal to the concerned university giving reasons for joining.
8. The University will also remain open for Merger of institutions run by different managements.
9. Registration under GeM to complete purchases more transparently.

e-Governance is the use of Information and Communication Technology (ICT) in administrative functions for increasing efficiency, effectiveness, convenience and also along with transparency and accountability. Though the university is having some e-governance practices mostly in registration, admission, student information, classes, time table, library, salary, expenses, examinations, grading, hostels, security, management, staff details and fees among various departments, there are still scopes of extending it to a further dimensions like:

1. Stores and purchases
2. Requirement identification and raising
3. Procurement
4. Tracking of assets
5. Budget, sanction of funds, billing, receipts, disbursal and accounting
6. Payroll
7. Documentation- minutes, resolutions, approvals
8. File tracking
9. Website, transparency, and RTI
10. Report submissions to the ministry, funding agencies and regulatory higher bodies, etc.
11. Handling legal requirements
12. Grievances receipt & redressal portal
13. Student Award System
14. Alumni networking
15. Recruitment
16. Performance appraisal and Career advancement
17. E-waste managements

## **ACTION PLAN :: MID-TERM GOAL**

### **Improving physical infrastructure ::**

This is one of the most essential university priorities to accept the current global challenges including the global socio-economic, political and cultural contexts, impact of the emerging information society, the technological advances, the democratization of educational opportunities, diversification in higher education in terms of its function. In this context infrastructure is one of the fundamental pillars for the institutional growth and development in the near future and strategic plan for the same is being outlined as follows:

1. Classrooms (lecture halls), laboratories (renovation of laboratories) including a language lab and support spaces, will set a high standard in meeting the needs of instructional programs and in compliance with the standards of professional associations and accrediting bodies.
2. Establishment of Central Instrumentation Facility (CIF) to make available sophisticated equipments to researchers.
3. Establishment of a workshop to mitigate the small repairing needs.
4. To continue to invest in the information technology for capacity building and to enhance the quality of the research and education.
5. To shift to the newly acquired residential campus with state-of-art facilities for both faculty and students.
6. To continue to invest in and expand the Library Technology Resources.
7. To setup an exclusive technology business incubation centre to promote startups at the University.
8. More sophisticated Recording Studio to be set up for e-content development.
9. To create / access virtual labs in collaboration with industries to meet the digital transformations taking places in teaching and learning process.

### **Faculty development and enrichment ::**

This action plan aims to improve teaching abilities of teachers and to make them accustomed to modern teaching materials and methods. It will provide opportunity to gain knowledge on current technological developments in related fields. This not only promotes professional practices related to technical education, but also motivates teachers to create a competitive teaching and learning environment. The University is dedicated to enhance the quality of its faculty members by

1. Creating awareness on the comprehensive role of the teacher researcher and administrator.
2. Preparing the quality content and its process of having complete idea of entire subject and connectivity between different concepts.
3. Presenting the content in the classroom using various teaching methods and ICT technology.
4. Implementing effective methods of conducting group discussions, seminars, and making them interactive.
5. Explaining about the importance of counseling system giving various illustrations of the issues of the students.
6. Creating awareness of the importance of research for the career growth.
7. Creating awareness on administrative roles like conducting workshops, seminars, guest lectures, conferences, motivating the students to conduct the events etc.
8. Artificial Intelligence (AI), Machine Learning, Data science etc. to all the faculty members.
9. Special training program on teaching skills to the faculties.



10. Training programs on writing research articles for reputed journals and for project proposals.
11. Faculties will be encouraged to undertake interdisciplinary projects, executing extension and consultancy activities which are socially relevant.
12. More emphasis will be given in the process of planning, organizing and conducting conferences and workshops.

### **To increase Research & IPR infrastructure ::**

A strategic research action plan provides a road map for decisions about the direction of institutional initiatives and the selective allocation of institutional resources. While identifying specific strategic research areas, we recognize the importance of achieving excellence in fundamental research and to attain that, the following plans will be executed.

1. The University will soon introduce the Ph.D. programmes in the newly opened PG departments.
2. The University will conduct regular institutional analysis, including a faculty-wide survey, to update our understandings of existing areas of research, external and internal funding, and to identify faculty interests, projects, and community partners.
3. Communicate the results of the faculty-wide survey within and beyond the Faculty of Education (e.g. via the Website) to promote collaboration on common research areas.
4. Highlight the publications of faculty members'/ research scholars' and update the faculty research page and faculty member research profiles on the website in order to attract students.
5. 'Seed Money' for research to faculty members with extraordinary track records.
6. Research support to superannuated faculty members.
7. Create and maintain an improved Research Newsletter at least once in a year.
8. Organizing events like research conclave annually.
9. The University will give full support to the newly recruited faculty members to strengthen their research.
10. The University will focus on building partnerships with various research organizations [under UGC-DAE Consortium for Scientific Research (CSR)] to enhance our researchers' access to information and facilities.
11. The University will take necessary initiatives to develop Research Clusters and/or Regional Research Consortia prompted/formed by RDC to bring all the researchers, faculties, students to do interdisciplinary/multidisciplinary research to avail national as well as international research funding.
12. Institutional research facilities will be upgraded to promote and attract post-doctoral fellow.

13. Talks/seminars regarding IPR filing drive (patents/copyrights) will be organised to raise the level of IP awareness in university particularly among students and scholars.
14. The University will develop a regulatory framework that is conducive to exploitation of intellectual property rights and that complies with the values and principles stated therein.
15. Installation of IPR management software like AppColl, Inteum, ClaimMaster, Alt Legal , DocketTrak, etc. to keep track on intellectual property.
16. The University will create a separate budget head for IP protection related expenses.
17. The University will encourage all of its stakeholders to transfer research findings to society so that it must be known and recognized.

### **Ensuring the Eco-friendly and Green Campus ::**

Greening the campus will be facilitated by promoting usage of renewable energy resources by compensating conventional energy sources. The institute needs to devise a time-bound strategy to implement the green campus initiative through plantation, waste management and waste-to-wealth conversion strategy. Developing a clean and green campus requires integrating following strategies into the organization's planning and budgeting processes:

1. Creating awareness among students and stakeholders for maintaining cleanliness and social hygiene through cleanliness and awareness drives.
2. Activities under 'Swachh Bharat Abhiyan' will be a key component of all the community work and promoting outreach activities in the fringe areas of the institution by NSS and NCC units of the University.
3. Conducting workshops on the 3Rs: Reduce, Reuse and Recycle of waste.
4. Introducing electric powered vehicles in the campus and between the two campuses for transportation.
5. Upgradation of the existing 25 kW solar power plant to at least 50 kW or even more wattage.
6. Starting Rain Water Harvesting practices.
7. Recycle bins for all types of waste materials including the e-wastes.
8. Installation of a Sewage Treatment Plant and strengthening the Vermicompost Plant.
9. Setting up a Nursery and Botanical Garden.
10. Strict administration to make a plastic free campus.
11. Annual audits by external agencies to track the CO<sub>2</sub> emission and energy demand.
12. Construction of an Institute Community Garden.

### **Emergency response facilities ::**

This action plan has been created to provide a guide and necessary support for the university community in an effort to save lives, protect property, and to face adverse situations by means of preparedness, education, and individual readiness. As critical incidents are varied and unpredictable, adaptation must be exercised to flexibly adjust for a continued means of safety. The following emergency requirements will be made available in the near future :-

1. Preparation of a guidebook (document) stating ‘what to do’ and ‘what not to’ at the time of emergency (natural/accidental).
2. Organizing workshops/ mock drills in collaboration with state disaster management cell.
3. Preparation of a map indicating emergency features, responses, evacuating routes, sheltering place, etc.
4. Setting up a health center along with a dispensary having 24×7 response unit.
5. The University is going to devise special plans for individuals who may need special assistance.
6. Display chart of emergency contact information at various places within the campus.
7. Portable fire extinguisher with fire alarm facilities will be enhanced.

### **ACTION PLAN :: LONG-TERM GOAL**

#### **Dealing with natural calamities such as flood ::**

Disaster preparedness/management has two main goals which are basically enabling people to avoid disasters and to deal with the threats of an imminent disaster. It is assumed that some people /property will be exposed to the risk of disaster. Bhattadev University is going to take some corrective measures, incorporate plans, resources and mechanisms to ensure an appropriate support which will be as follows:

1. Implementing a robust mechanism for forecasting events and issuing warnings.
2. Improving response by organizing and strengthening capacity to deliver timely and effective rescue and relief measures.
3. Construction of a proper drainage system, earth-filling in the water logged areas.
4. Collaboration with state disaster management authority for getting preference in emergency situations.

### **Improving financial infrastructure ::**

According to NSFE financial literacy is defined as a combination of financial awareness, knowledge, skills, attitude, and behaviour necessary to make sound financial decisions and ultimately achieve individual and institutional financial well-being. Following measures will be taken to improve the financial condition of the institution.

1. Talks/seminars/webinars will be organized to inculcate financial literacy concepts among the employees through financial education mechanisms.
2. Fund raising policies will be implemented through short-term interest income, grant facilities and administrative cost allowances.
3. The University will encourage the usage of digital financial services in a safe and secure manner.
4. Prevention of waste of resources.
5. Alumni donations to be sought.
6. Attracting external funding through sponsored research programmes as well as fee-earning innovative programmes/courses.





**Institutional Development Plan**

**Bhattadev University, Bajali**

A Public State University established by upgrading Bajali College under Assam Act No. XXXVI of 2017