Holy Cross College, Agartala

Accredited with 'A' Grade by NAAC

Strategic Plan

For the period

Academic Year 2018-19

to

Academic Year 2024-25

C O N T E N T S

1. Current Status of the college

General Profile

i. Name and address of the college:

Holy Cross College, Jubatara, Lembucherra, Tripura (W), Pin-799210

ii. **Year of Establishment of College:**2009

iii. College website: https://www.holycrosscollege.in/

iv. **Institutional Status**: Affiliated to Tripura University (A Central University)/Self-Financed Private Institute.

v. Award and Recognition:

*Accredited with „**A'** Grade by NAAC in 2017*

UGC 12F and 12B recognition

Affiliated to Tripura Central University

* Minority Higher Education Institute

* NCTE Recognized

No of Academic Programmes offered

UG	1. BA - English - Sociology - Political Science - History - BA (General)
	2. B.Sc - Zoology - Human Physiology - Botany - B.Sc General

	3. B.Com
	4. BBA
	5. B.Ed

About Holy Cross College

Holy Cross College is a private English medium Catholic institution of higher learning founded, animated and enlivened by the Congregation of Holy Cross, a community of scholarship and faith, anchored by a belief in the Inherent dignity of each person. This institution provides opportunities of scholarship for academically qualified high school graduates predominantly from the state of Tripura and the north-eastern region of India. It is a to - educational institution of higher learning in the traditions of the Congregation of Holy Cross with a clear focus on 'holistic education', educating the hearts and minds of the young.

Blessed Fr. Basil Anthony Moreau founded the Society of the Fathers of Holy Cross in the year 1837 at Le Mans, France. The founder organized a few auxiliary priests, brothers, and sisters to serve the local needs of the Church and also sent out as missionaries to Africa, Americas and Asia. Keeping this spiritual vision of the founder in mind, the Society has established Mission Centers and Educational Institutions in remote areas in Northeastern States of India. The Society runs a number of schools, parishes hostels, dispensaries and social developmental projects like self help groups, justice related awareness programs etc. in Tripura in the Diocese of Agartala.

The Holy Cross Missionaries came to Tripura nearly 80 years ago. Since then the humanitarian activities have been active throughout the state of Tripura. The most important area of concern of the Holy Cross Fathers is to provide quality education to the deserving and the poor children by setting up schools and colleges in the most neglected and remote areas of the state because, vast majority of the people are socially and economically deprived of their basic needs. In the long run, education will redeem and uplift them from their current situation. The institution through education will provide not only intellectual formations to its pupils but promote and instill some Christian values in the lives of these people thus enabling them to grow with hope and optimism.

Vision:

The vision of Holy Cross College is to create integrated global citizens and world-class professionals, who will work for a more just, equitable and compassionate society, irrespective of caste, creed, religion or language through dissemination of knowledge, skills and noble values.

Mission:
♣ The Mission of the College is to provide education of highest caliber that fosters critical thinking, free inquiry and constructive exchange of ideas through its curriculum of arts, sciences and professional programmes.

♣ To enable young men and women searching for the deepest longings in their lives to be leaders in faith, scholarship and service.

♣ To provide the students an opportunity for educational environment of excellence to enhance the economic and social welfare of northeastern region and to be agents of peace, development and healing with an obligation to work towards a more just and compassionate world.

To supplement the Vision and Mission of our college the entire team is trying to enhance the proficiency in spoken English and help in the all-round personality development of the students.

Associate with premier institutions of higher education at the national and international level.

To put in place an effective quality management system. The College has been relentlessly in pursuit of the lofty ideals of the founding organization. The insignia says it all: while the grandeur of its motto – „Ad Deum Gloria" which is translated as „To God be Glory" is held fast as the supreme value. This signifies the goal of education viz., making students fully alive as human persons since "the Glory of God is human fully alive" (St. Augustine), thus emphasizing the commitment of the institution to academic excellence and to form persons of character. Its regional context and specificity is indicated by the natural, rural, divine atmosphere of the campus.

OBJECTIVES

- Adhere to the curriculum of Tripura University along with its prescribed norms and policies.
- Leverage on the feedback obtained from students and parents.
- Make continuous improvement in the teaching and learning process as well as of all the resources.

SWOC ANALYSIS

A. Institutional Strength

☐Able and active management.

☐Broad education spectrum- Arts, Science, B.B.A., B. Com and B.Ed. streams.

☐Sufficient Physical facilities- class rooms, laboratories, library, auditorium, sports grounds.

☐A well-equipped Computer lab, Internet based on line Language lab and ICT resource.

☐Well-qualified (as per UGC norms), dedicated and sincere faculty members.

☐Service-minded support staff.

☐NSS and NCC

☐Modern infra-structures, eco-friendly and calm campus.

☐Very good student enrolment from Tribal and non-tribal belts in the state.

☐Academically motivated students with very good results in the examinations(Universitytoppers from the department of Sociology and Business Administration).

☐Rich and well organized Library, reading room and Science labs.

☐Full-fledged Food Court/Canteen with hygienic food at subsidized/ affordable prices.

☐Holy CrossCollege Civil Services Coaching Centre to develop skills in the students.

☐The College is bubbling with activities which keep the students engaged.

☐Lot of importance and value given to ―Value Education.

☐Active Alumni called ―Basilians.

☐Student training/ community service to inculcate social responsibility.

☐Regular remedial classes to support weaker students.

☐Organizing national and international seminars, conferences and workshops.

☐DEL-NET e-resource for the library and high speed broadband connectivity to staff and students.

☐Admitting all applicants from SC/ST and OBC if they fulfill minimum requirements of the University.

☐Free Wi-Fi enabled campus.

☐Android based college app to improve communication with students.

B. Institutional Weakness

☐Rural set up of College, in the suburbs of Agartala town.

☐There are not many industries in the state and hence collaboration with industries is limited.

☐Poverty of the locality where college is placed.

☐Small alumni base since the college has only completed 12 years.

☐Infra-structures are not yet fully complete.

☐Campus is spread over 3 locations.

☐Research facilities are not fully developed as the college presently has only UG Courses.

C. Institutional Opportunities

☐Quality growth of tribal and multi-ethnic groups.

☐Social empowerment through NSS and NCC units

☐Self reliance of students through self employment

☐Education base for villagers

☐Employment of outgoing students.

☐Opportunities to get trained for competitive exams at affordable and easily accessible location in the campus.

☐SAP education for enhancing employability of our students is being introduced.

☐Availability of faculty and student exchange programmes.

☐HCCSA provides coaching for competitive exams.

D. Institutional challenges

☐Earthquake prone area.

☐Politically motivated strikes and bandhs in the state of Tripura.

☐Poor economy due to the fact that Tripura is a land-locked state with poor communications.

☐Lack of sufficient financial support from Govt. as well as non-governmental agencies.

☐Delayed conduct of University examinations and publication of exam results.

Recommendations of NAAC Committee Report

RECOMMENDATIONS FOR QUALITY ENHANCEMENT OF THE INSTITUTION:

- Strengthening of functioning of IQAC for better enhancement of quality & adopting student-centre approach.

- Modernization of Laboratories be made by equipping it with required furniture, instruments and material.

- English communication and soft skill for students to be developed with introduction of college level add on courses for generation of employability

- Research culture to be built, research projects funded by reputed bodies be taken up

- Faculty be given more opportunities and be motivated to attending more faculty development programs outside of Tripura.

- Digital depositary of guest and special lectures to be developed as learning resource and book in library be augmented year to year.

- Prepare strategy for realizing perspective plan.

- Use of multimedia teaching strategies and models of teaching be augmented.

- Learning Management System to be developed.

- Strengthening cells (a) Against sexual harassment, (b) Anti-ragging as per UGC directions & (c) Grievance Redressal.

AN INTRODUCTION TO
THE PERSPECTIVE PLAN 2018-19 TO 2024-25

A proactive role by the IQAC *of an institution is crucial in maintaining the momentum of quality consciousness. NAAC and UGC assign the responsibility on the IQAC for planning, guiding and monitoring Quality Assurance (QA) and Quality Enhancement (QE) activities of the institution. With this background, the College IQAC has undertaken the task of designing a Perspective Plan for the period of seven years commencing form academic year 2018-19 to academic year 2024-25 for a balanced growth. The quality indicators of different criteria determined by NAAC have been taken into consideration as the base to create Quality Radars and to make out milestones for the future.*

In the preparation of the Perspective Plan, the Internal Quality Assurance Cell (IQAC) of the college has taken initiatives to obtain Inputs from all stakeholders viz, the management, Principal, the faculty, the administrative staff, students of the college, the Alumni Association of the college, the parents and the peer colleagues. Stakeholders" expectations, management policies, goals and objectives and the vision and the mission statement of our college and quality policy of the college are also considered as a base for formulation of the perspective plan.

The present Perspective Plan principally based on-

1. The NAAC guidelines for ensuring quality aspects in the higher education;

2. Motto and aims the college;

3. Vision and Mission statement of the College;

4. Inputs from stakeholders;
5. Inputs from Principal, Vice-Principal and Administrator;

6. Societal expectations from the college;

7. SWOC Analysis done by IQAC in 2012-13;

The prime role of IQAC in Holy Cross College is to suggest quality measures for the betterment of an institution from time to time. While preparing a road map for future growth, the members of the IQAC have considered Feedback from all the stakeholders (Students, parents and alumni) and the recommendations specified in the meetings of the IQAC. Besides, innovative ideas as suggested by all the stakeholders are also carefully incorporated in perspective plan. Student feedback mechanism, self-appraisal and job satisfaction record of

teachers, faculty training programmes arranged by the college as well as attended by teachers, faculty improvement programmes, encouraging teachers for research are some of the measures initiated with priority. The draft of Perspective Plan has to be discussed, reviewed and approved by the College Authority/ Management.

A midterm review is proposed to be conducted by the end of the 4th and 7th years viz… in 2021-22 and in 2024-25 respectively to appraise the extent to which goals have been achieved. In addition, keeping a scope for midterm correction, the IQAC also proposes an idea of reviewing the perspective plan. This will enable the college to take stock of the accomplishments and to relook into the action plans and untouched/ newer areas to lay stress upon. We hope this will facilitate the college to realign the road map to reach the expectations of stake holders in a harmonious way.

Perspective Plan Proposed by IQAC for the period 2018-19 TO 2024-25

Think-tank behind Perspective Plan

Management Governing Body	College Administration (Principal and Vice-Principal & Administrator, Academic Dean)	Internal Quality Assurance Committee (IQAC) Members

Guiding principles of perspective plan

While preparing the present perspective plan, the IQAC has considered following main objectives:

1) NAAC-the observer of quality bench marking in higher education

2) The vision of Holy Cross Education Foundation-NE Province

3) Vision and Mission Statement of Our College.

This has helped us to formulate our future goals.

Core Values of NAAC:

1. Contributing to National Development
2. Fostering Global Competencies among Students
3. Inculcating a Value System in Students
4. Promoting the Use of Skills &Technology
5. Quest for Excellence

Our College Vision and Mission Statement

Vision:

The vision of Holy Cross College is to create integrated global citizens and world-class professionals, who will work for a more just, equitable and compassionate society,

irrespective of caste, creed, religion or language through dissemination of knowledge, skills and noble values.

Mission:

♣ The Mission of the College is to provide education of highest caliber that fosters critical thinking, free inquiry and constructive exchange of ideas through its curriculum of arts, sciences and professional programmes.

♣ To enable young men and women searching for the deepest longings in their lives to be leaders in faith, scholarship and service.

♣ To provide the students an opportunity for educational environment of excellence to enhance the economic and social welfare of northeastern region and to be agents of peace, development and healing with an obligation to work towards a more just and compassionate world.

These are being accomplished through the following:

♣ By educating the hearts and minds of the students:

- Hearts: value education, awareness programmes and campaigns, voluntary services and blood donations, community services, psycho-spiritual guidance, and mentoring.
- Minds: Workshops, seminars, assignments, research, field trips, debates, quiz, and successful completion of the curriculum.

♣ By aspiring to offer infrastructures and facilities of world class standards, at the same time maintaining an eco-friendly environment.

♣ In an effort to build leaders in faith, scholarship and service, we organize regular prayer meetings, and value education classes encouraging the Christian students to practice piety and charity.

♣ In an effort to be faithful to the gospel values and Christian charity, the college provides fee concessions and scholarships to the students coming from economically poor backgrounds.

♣ By encouraging the hardworking students through meritorious awards

Aims and Objectives of Perspective Plan

Writing a vision document envisages a concerted team effort.

Considering the background of our college as an institution imparting quality education in commerce field, the College IQAC has identified the broad aim of perspective plan as follows:

i.   To institute a sustained quality system embedded with a conscious, consistent and programmed action;

ii.   To create an enabling academic environment for students embedded with sincerity, discipline and commitment;

iii.   To mold humane citizens of the nation;

iv.   To establish globally the brand image of the college;

v.   To emerge as a model college for commerce education.

The aim identified has been to bring three „Hˢ" together in an   integrated manner viz…

□ □**Hand** (to develop skills)

□ □**Head** (to gain advanced knowledge) and

□ □**Heart** (to inculcate human values)

To achieve these broad aims, a set of following objectives are identified to be achieved through this perspective plan over the next 7(seven) years:

1.   To uphold continuously good academic performance;

2.   To inculcate learner centric and effective teaching learning process;

3.   To ensure transparency and credibility in the process of students" evaluation;

4.   To develop a comprehensive system of student mentoring and student support;

5.   To take care of horizontal and vertical up gradation of students considering the limits of time and expectations;

6.   To create a research culture in faculty and students.

7. To launch value added and skills development programmes improving the employability of students;

8. To motivate students for self-employment and to enable them to emerge as entrepreneurs;

9. To involve a friendly, efficient and flawless administrative set up ensuring a smooth day to day functioning;

10. To empower faculty about emerging trend in their profession for academic advancement.

<div style="border:1px solid; padding:10px; text-align:center;">

Perspective plan

</div>

I. Curricular Aspects

1. Overall perspective of Curricular Planning and Implementation

Area of Concentration	*Action Plan*
i. Appointment of Qualified Teachers:	1. Well qualified and experienced teachers to be appointed against all sanctioned posts through rigorous process of interview and demo lectures as per norms and faculty improvement programmes conducted subsequently. 2. Appointment procedure to be fulfilled before the start of academic term so that faculty will be available for all subjects to conduct all lectures right from beginning of the academic year. 3. The work culture and professional environment of the college to be familiarized to new entrants through induction meeting with Principal.
ii. Conduct of Periodic Audits and NAAC reaccreditation	1. The college to conduct periodic audits of the college (in addition to Regular Financial Audit of every year) by inviting team of academic peer experts and action to be initiated on their recommendations. 2. The proposed audits to be undertaken in the next 5 years are : A. Academic audit (every year) B. Green Audit in every two to three year. C. Energy Audit D. NAAC reaccreditation 2nd Cycle. E. Structural Audit. All Audit Reports to be uploaded on the college website for the knowledge of all the stake holders.
Iii. Autonomous status	Academic autonomy will enable the college to design enriched curricula in its desired manner. Most of vacant posts can be filled by experienced teachers in all departments; the college can apply to UGC for autonomy. Hence the college proposes to undertake intensive Department wise Audit after 2019-20. This will help to ensure an effective college management in the environment of autonomy.

2. Strengthening of Existing Programmes:

I) *Quantitative strength:*

a) Introduction of Additional Divisions:

Taking into account the growing demand of our institution, the college will strengthen the following programmes by applying for more intake capacity as well as to start PG programmes:

- Department of English (to increase intake capacity as well as to apply for the permission to start MA in English)
- Department of Political Science (to increase intake capacity as well as to apply for the permission to start MA in Political Science)
- To Start the Department of Social Welfare (MSW programme)

II) *Qualitative strength:*

a) Active Participation in Curriculum Design and update at University Level	1. Faculty will be actively participating in curriculum designing and development process at University level of affiliated courses by becoming Board of Under Graduate Studies (BUGS) members and members of sub committees of respective subjects. 2. Teachers will also gain experience in designing syllabi for certificate courses.
b) Effective Communication of Curriculum Design and faculty Development	1. The College will effectively communicate the curriculum design and faculty development by organizing subject / syllabus workshops inwhich academicians, industrialists, subjectexperts from other institutions and universities will be invited as resource persons. 2. For effective implementation and to get acquainted with the emerging techniques and trends of the industries and subject matter, faculty will also be deputed to attend curricular workshops in other centers.
c) Development of Linkages	1. With a view to execute curriculumeffectively, the college will develop the linkages with national and international academic institutions and national and global industries.
d) Sensitization of course content & Curriculum Update	1. Our faculty will sensitize, course design and development by evolving an effective system of communication of curriculum update and aspects of its execution to learners systematically and objectively at the entry point itself by organizing orientation programmes for fresher and consistently atthe point of lecture delivery too.
e) Academic Flexibility	1. The college will accept competence enhancing curricular strategies by starting multifaceted, comprehensive, well designed curriculum which promotes the excellence, value addition and contextual relevance by providing utility, access, relevance, service

	and preservation and promotion of heritage. 2. The college will offer additional range ofprogramme options, course options, course combinations, number of applied component groups, certificate and diploma programmes, bridge and remedial programmes. Thus, college will offer maximum possible flexibility with UG, PG and research programmes, core options, elective options, postgraduate diplomas, UG diplomas, certificate, and bridge programmes.
f) Feedback system on Curriculum	1. The college will introduce a mechanism to obtain the feedback on curriculum, its scientific, systematic analysis and interpretation and will enhance this for effective communication to concerned authorities / board of studies for revision andrestructuring of curriculum.

The college proposes a time frame for the active involvement in Active Participation in Curriculum Design and Development:

No.	Year	Action Plan
1	2018-19 to 2020-21	a) Faculty involving themselves in curriculum designing by being part of BUGS of different subjectsas well as to design certificate/ add-on courses offered by HCC. b) Obtaining regular feedback from students, parents and communicating to University/board of under graduate studies of various subjects
2	2020-21 to 2022-23	a) Continuing to obtain regular feedback from students, parents and communicating to University/ board of studies of varioussubjects. b) organizing faculty workshops and seminars for the faculty of all over the universityand communicating the deliberations" of such workshops and seminars to University/ BUGS of various subjects.
3	*2023-24* *to 2024-25*	a) By 2025, the college is expected to prepare for academic autonomy from UGC to frame our own syllabi for various courses and programmes. During academic year 2023 -24, curriculum blueprint in every subject to be designed with the involvement of academicians, industrialists, subject experts from

		other institutions and universities by inviting them as Board members and/or as resource persons. b) Regular feedback continuously obtained from students, parents. c) Organizing faculty workshops for the faculty and arranging state /national level conferences of Subject departments collaborating with of various Universities and reputed colleges.

II. Teaching Learning and evaluation process

1. *Transparent* **Admission Process**

    1) The college has in place a well-defined, transparent admission process based on merit and will continue the same process in future too.

    2) In order to prevent corruption, wide publicity will be made about purely merit based admission process in the college web site, in prospectus and also by placing prominent sign Boards in strategic places of college main entrance.

    3)Digital display of category wise merit list of selected candidates or admission in the entrance.

    4) After obtaining autonomy, The College will also initiate an **entrance exam** in the month of May/ summer break for all courses and Programmes where demand ratio is high and both, the merit of entrance exam and marks in board exam will betaken into consideration while deciding the admission process.

2. Monitoring of Teaching-learning Process

Immediately after the admission, the Students will be evaluated on the basis of their basic learning styles and the faculty will prepare strategies to meet different needs of the learners and to bring them on common platform. Such **Bridge Course/Remedial Classes** will help the faculty in forming an effective team and achieving the overallgoals. Students" centric teaching system is to be emphasized.

3. Introduction of job oriented Programmes

College will plan to collaborate with different industrial partners, the college wants to introduce innovative job oriented unaided courses leading to certificate, advanced certificate and diploma Programmes in future. IQAC of the college is to decide the focused academic area where employment potential lies. The college will apply to various government and non-government agencies such as UGC to start the Skill Development courses for variety of subjects.

4. Dual Degree System

Once the college gets permission from the parent university to start PG programme, the college will offer additional PG Programme which will serve as dual specialization.

5. Attendance regularity of students

   a) Attendance of student for each lecture shall be maintained by obtaining signature in the prescribed format and University norms will be strictly followed. Defaulters" list is to be declared during first week of every instructional month. The students remaining absent for more than 25% of lectures shall be identified, their parents to be intimated about the irregularity and necessary action shall be taken against them according to rules. In order minimize attendance default, technology is to be used to inform periodically students and parents in time.

   b) Special counseling of defaulter students with their parents will be undertaken well in advance to avoid the possibility of drop out.

6. Recognition of Merits

Academic performance of students and achievements of faculty shall be recognized by organizing felicitation ceremony. With our strong alumni base the existing no. of Endowment prizes will be increased to motivate& recognize the students to a greater extent.

7. Policies to cater to diverse academic needs of students

☐☐ TheCollege has developed a system of remedial courses for educationally disadvantaged students. The same is to be fine-tuned effectively to have wider coverage of drop outs by timely dissemination of information.
☐☐ The college will support the advancedlearners and concentrate on enhancing aspects kknowledge, attitude and skill.
☐ ☐Interactions with students at various levels will help to assess students" knowledge and skill at entry point. O**ne week induction programme** before commencement of sessions for fresher. Same is to be extended as bridge courses in all classes.

Guest Lecture Series

Expert lectures of guest faculty from various Industry linkages will be organized to broaden the knowledge horizon of learners.

Conduct of Revision and Interactive Sessions

With a view to instill confidence in approaching the exam, at the end of the semester, revisions and interactive sessions will be conducted.

Encouragement to Students

☐ ☐ All the departments will be encouraged to conduct the activities in line with their subject expertise.

☐ ☐ Students will be encouraged to undertake socially responsible activities to make an impact on the students as well as to the society.

☐ ☐TheCollege will motivate and explore various possibilities for the students to inculcate the Entrepreneurial Ability.

8. Access to Information

☐ ☐ Dissemination of right information at right time will be taken care of by using digitalize knowledge Dissemination Boards at prominent places.

☐Students will be encouraged for wider use of learning resources in the library. College will continue to provide easy access to daily newspapers, journals, periodicals and internet in the Library and reading space. The college will subscribe additional journals, e-journals, periodicals and Web Portals for enriching the reading resources.

9. Discipline in Teaching-Learning Process

Academic Calendar

Annual prospectus printed in April every year will contain calendar for academic, co-curricular and extra-curricular activities during the academic year.

Allocation of Academic Work

☐The academic work including lectures, practical‟s, tutorials, etc. shall be allocated as per the norms and discussion in departmental meetings.
☐Individual Time table of the faculty for the forthcoming year is to be preplanned on the last working day to enable the faculty to prepare for new topics and lecture plans during vacation.
☐Academic and co-curricular and other related work will be allocated among the staff by constituting different committees and associations.

10. Extensive Use of ICT in Teaching

The faculty will be promoted to use various teaching techniques and aids. Special efforts will be made to improve the learning and communication skill of learners.

Use of ICT in Teaching Learning System	☐☐ The college will ensure intensive use of innovative teaching and learning resources like LCD Projectors for power point presentations, models, internet connections, Interactive Language Laboratory, Computing Laboratory, etc for ICT enabled teaching-Learning.

Following is the proposed time frame for the plan:

Year	Plan
2018-19 to 2021-22	☐LCD Projector in all class rooms ☐Computer to each Department ☐WIFI Connectivity ☐E-Learning Initiatives
2021-22 to 2023-24	☐Individual Laptop/Tablets to every staff member. ☐Paperless functioning of all Departments including Office. ☐Effective Implementation of E-Learning
2023-24 to 2024-25	☐Laptop / Tablets to every student through various govt./ non-government schemes and a vigorous IT based teaching-Learning.

11. Motivation for Research

The college is planning to have an enabling environment wide space to keep reference books, subject related good quality reference books so placed as to have easy reach, sufficient PCs with internet access for the completion of projects and research work etc. The center atmosphere is to motivate teachers and students to undertake research activities such as preparation of projects, publication of research papers in reputed journals and participate and present the research papers in seminars / workshops / conferences. Seed money and sponsorship to attend international conferences for paper presentations to all faculty will be provided by the college.

12. Strengthening of Innovations in Teachers' Quality

Appointment of Qualified Teachers: The College will make continuous efforts to appoint qualified teachers as per UGC norms and if such candidates are not available teachers will be appointed on temporary basis in order to avoid the academic loss of students.

Seminars / Workshops / Faculty Development Programmes

☐☐ Organization of Seminars /Workshops / Faculty Development Programmes

☐☐ Deputation of faculty to Seminars / Workshops / Faculty Development Programmes

Feedback system for Evaluation of Teachers by Students

☐☐ TheCollege will have the system of 100% evaluation of teachers by students by filling in the questionnaire, to develop a mindset among faculty towards accountability, confidence, readiness to receive criticism, openness, and sense of introspection and accept the situations to improve their performance in teaching. Review of feedback of students" evaluation of teachers will be considered and suggestions will be given to the teachers for their improvement.

☐☐ Informal feedback from students will also be taken about teachinglearning system of the college.

☐☐ The feedback will be collected in two stages so that the expectations of the students and their experience can be compared and required actions can be initiated.

Self-Appraisal of Teachers

The college IQAC will strengthen the self-appraisal system of teachers by regularly recording the API score of each teacher by the end of the academic year, which will enable them to realize their academic standard and engage them in various activities to excel in their academic performance.

Suggestion Box: The College has set suggestion box at strategic place, where students drop in their suggestions. These suggestions will be scrutinized, periodically, and taken into account for further improvement.

Monitoring Mechanism for punctuality of staff

The college has set biometric system of attendance for recording the arrival and departure time of the staff. This has helped to develop a sense of regularity and punctuality.

Democratic and Participative Working

The college has strengthened democratic and participative working system which facilitates to take the right decisions for effective implementation of teaching-learning process.

Introduction of Innovations in Evaluation Process

☐The College will continue to strengthen the evaluation process, where student"s academic performance will be evaluated continuously by conducting tests, assignments, presentations, projects, viva- voce, term / semester examinations, etc.

☐Discipline Committee of the college will monitor students" movements and behavior to maintain conducive environment within the campus.

☐Examination results will be analyzed subject-wise by the examination committee and the summary will be presented in the meetings and discussions shall be made for future improvement.

☐The college will strengthen evolve the system of categorization of students on the basis of their performance and related aspects into slow, medium and advanced learners.

☐Students with poor performance in terminal / preliminary examinations will be counseled and special lectures will be arranged to bring them in main stream.

☐☐ Along with the regular teaching methods, teachers will also use audiovisual aids and encourage students to participate in various workshops, seminars, campaigns, group discussions and various competitions like quiz, elocution, essay, debate, poster, etc. Opportunities will be given to the students to organize these programmes and competitions to improve their organizational skills and leadership quality with values like hard work, equity, co-operation and co-ordination through assigning responsibilities like reception, registration of delegates, compeering, stage decoration, board writing, hall arrangement, etc. The aim of this innovation will not simply impart an isolated and marketable skill but will be a total training to extend a skill oriented value based on holistic approach.

III. Research Consultancy and Extension

The college has a planning of ancient policy to inculcate research element amongst learners and faculty by evolving micro level supporting, incentive based systems.

Research

1) The college will create a research committee by 2021-22 to identify the research potential, to promote the research and to prepare the research proposals.

2) The college will make continuous efforts to obtain research grants from funding agencies such as UGC, ICSSR, RBI, DST etc.

3) The college will continue to organize the workshops / seminars / training programmes for preparation of proposals for minor and major research projects.

4) Academic infrastructure such as instruments, laboratories, ICT facility, Library, INFLIBNET and other requirements, as per needs for carrying out research activity will be provided.

5) The college will continue to make an effort to promote research association with universities, industries and institutes.

6) Exposure of students to various research areas where they will be guided to handle research projects independently.

7) The college will continue to appreciate and to recognize the teachers on successful completion of research projects, research degree programmes and research publications.

8) The college will continue to appreciate and to recognize the students who achieve meritorious places at District, University, State and National level research competitions/research activities.

9) The college will continue to depute the teachers for research seminars / workshops and training.

10) College will promote faculty to submit proposal for research grants from UGC, University etc.

11) The college will offer concessions in fees to staff who register for research degrees at college Research Centre.

Consultancy

 The college will explore options to provide consultancy services to Corporate & Research scholars.

 The college will motivate and appreciate the faculty in case they provide consultancy services.

Extension

1) The college will strengthen NSS units.

2) Library facility will continue to be extended to alumni as well as needy students of the nearby areas.

3) The college will provide help in maintaining the law and order during festivals to the Police department with the help of department of NSS.

4) Constantly innovative outreach programmes will be organized by different department with involvement of students.

5) NSS unit will maintain Blood Donors" directory. In time of emergency the blood will be donated to the needy patients at free of cost.

6) College premise will be made available to conduct the examinations of Railways, Post and Telegrams, Institute of Chartered Accountants, Tripura Secretariat services, TPSC, other government recruitment boards and for organizations of functions of GOs.

7) Awareness programmes on health hygiene and personal sanitation, electrical safety, soil testing, environment, cleanliness campaign, energy and environmental conservation campaign and tree plantation, at the adopted area will be organized.

IV. Infrastructure and Learning Resources:

Perspective Plan as regards to Infrastructure and Learning Resources will be based on following strategic policies-

1) Continuous improvement of infrastructure and learning resources.
2) Development of additional infrastructure and learning resources.
3) Availability of adequate average area of infrastructure per student.
4) Optimum utilization of available infrastructure and learning resources.
5) Maintenance of infrastructure and learning resources.
6) Concerted efforts to obtain grants for infrastructure development.

More specifically, practices of institution in respect to provision of infrastructure and Learning Resources will be as follows-.

1. Adequate number of well-equipped Computer laboratories
2. Library with ever increasing holdings and user friendly and comprehensive Library services.
3. Fully equipped auditorium hall with audio visual facilities.
4. Good quality furniture in class rooms
5. Departmental rooms for faculty with departmental libraries, computers and internet facilities.
6. Safe drinking water facility in every floor with coolers and water purifiers.
7. Adequate number of toilet blocks for girl and boy students and staff.
8. Well-furnished Conference Room.

9. Well-furnished and fully computerized Administrative Office.

10. Spacious, well furnished, well ventilated Cafeteria.

11. Boys and Girls Common Rooms.

12. Interactive Language Laboratory with 30 learning stations.

13. Maintenance and cleanliness of infrastructure

14. Supply of electricity power with separate panels in every floor coupled with generator facility to ensured continuous and uninterrupted flow of electricity.

15. Reduction in electricity bills by use of LED bulbs and solar panels

16. Well secured firefighting facilities in strategic places.

17. Effective internal communication through intercom facilities.

18. Complete automation of Library services.

19. Computers at laboratories, offices, Library, research centre and departments with LAN.

20. Developing suitable system of Reading rooms facilities also to alumni and outsiders.

21. Efforts to obtain infrastructure development, moderation, upgradation grants from UGC and other external agencies

22. Enhancement of Electronics laboratories.

23. Set up a private cloud in the college for computing facilities and ease of management.

24. Develop and install complete ERP in the college.

25. Setting up well-equipped Resource Augmentation Cell for the faculty to prepare teaching material and carry out research in their subject by enhancing facilities in the existing research Centre.

VI. Governance Leadership and Management

1. Institutional Vision and Leadership

1) Vision and mission of the institution will be communicated effectively to all stake holders by printing in Prospectus and by placing it in prominent places in the college premises.

2) The management and employees work together in progress of the institution.

3) Democratic and transparent organizational structure will be maintained embedded with features of direct access and free flow of ideas.

2. Strategy Development and Deployment

Perspective plan is to be designed collectively having thorough review of the academic programmes and analysis based on feedback from stack holders. The college will maintain throughout the period the following organizational arrangement for effective functioning:

1) Decentralized administrative mechanism with accountability.

2) Participatory functioning of the institution involving all staff members.

3) Distribution of responsibilities equitably according to capabilities.

4) Formulating annually on the day of reopening, statutory and non-statutory committees with clearly defined roles, responsibilities and objectives.

5) Efficient Students" Council and Students" Grievance Cell, Students" Welfare Committee,

Women Development Cell , Anti Ragging Committee etc having wide representation of staff and students in decision making, execution of policies and in growth prospects of the college.

6) Minimal interference by the management in the day- to- day functioning of the college.

3. Faculty and Staff Empowerment strategy

For effective Human Resource Management following steps shall be taken-

1) Strategic policy and time bound implementation plans (normally within a year) for filling in the vacancies with qualified faculty and staff as and when vacancy arises.

2) Arranging periodically Faculty and Staff Development Programmes, encouraging them to present papers in seminar, conference and to attend on time orientation/refresher courses for promotions.

3) Encouraging faculty to avail FDP facility of UGC to complete PhD thesis.

4) IQAC to record every year Comprehensive and effective performance appraisal of faculty as per API and staff through confidential reports.

5) Maintaining and implementation of time bound Career Advancement Scheme within 6 months of eligibility.

6) Constant follow up with Government office for timely implementation of PF and Gratuity Scheme.

7) Developing Team building initiatives and good interpersonal relations.

8) Upholding Conducive work environment.

9) Liberty for use of innovative ideas and ICT in teaching-learning system.

10)Promoting an integrated framework of academic and administrative

activities.

4. Financial Management and resource mobilization

For effective Financial Management and to augment resources following steps will be taken-

1) Growth oriented Annual budgetary allocation
2) Financial freedom in utilization of funds for the purpose for which they are allocated within the allocated budget.

3) Effective internal control, compliance monitoring mechanism, periodic internal audit and timely statutory audit of the accounts.
4) Continuous efforts to obtain development grants from funding agencies such as UGC, MHRD, ICSSR, State Government, University etc.
5) Reserve Fund/ Corpus to be maintained sufficiently as per norms.

VII. Innovations and Best Practices

1) Environment Consciousness

1) Each day college to ensure that it has a clean campus.

2) Energy conservation by reducing Electricity consumption through installation of LED lights.

3) The College will undertake regularly green audit.

4) The college will promote eco-friendly campus and will achieve paper less administration.

5) The college will continue the policy of recycling of waste.

2) Innovations

1) The college will encourage innovative practices in the field of teaching-learning strategies.

2) A comprehensive index of institutional performance to be developed.

3) The college will encourage innovative practices in various extra and co-curricular activities by way of reshuffling committees and Associations in a span of every 3 years.

3) Best Practices:

The college will continue the Best practices of-

a) Salary to be deposited on the **first working day** of every month

b) Mutual helping tendency of Teaching and non-teaching staff to cope up with work pressure during peak periods of admissions and examinations.

c) Dissemination Boards in strategic places.

d) Tea corner for faculty

e) Introducing from 2022-23 contributory Mediclaim Insurance to class IV employees

f) Friendly office for availing Freeship and scholarship.

g) Seed money for research.

h) Reimbursement of registration fee for all faculty to present research papers in conferences

i) Continuing social responsible activity of Joy of giving.

The college will constantly monitor the best practices of other institutions and will try to pursue these practices.

****

Holy Cross College, Agartala will implement NEP based course curriculum for all the courses in management, Commerce, Science, Arts and Education. The college is going to implement NEP 2020 from the academic session 2022-2023 as per the regulations provided by it's parent institution (Tripura University). In this regard, college will make some inclusions in the strategic plan for incorporation of different regulations relevant to NEP 2020.

College Administration of the college along with the faculty members from all the departments plans to have a detailed discussion on the regulations governing the undergraduate programs in affiliated colleges of Tripura University, in accordance with National Education Policy 2020.

Holy Cross College, Agartala will implement the NEP curriculum keeping in mind the existing resources such as the faculty strength, infrastructure and IT resources available within the College campus.

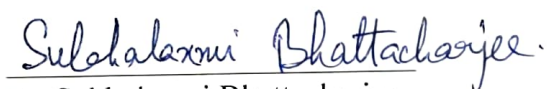The following measures may be considered for implementation of NEP 2020: -

1.For better understanding of the rules and regulations of NEP 2020, the College will send representatives for attending Faculty Development Programme/ Workshop organized by the parent University or other institutions.

2.A detailed discussion will be held among the representative members and other faculty members for better understanding of NEP 2020.

3.For implementation of NEP 2020 in Holy Cross College, NEP Implementation Committee will be formulated and inputs from the faculty members from different departments will be incorporated.

4.The NEP Committee will meet from time to time with the Heads of different Departments for detailed discussions regarding the status and requirements of the Departments for implementing NEP 2020. Regular meeting minutes and Action taken Report will be uploaded in college website for further reference.

5.Members of the NEP Committee along with the principal will attend the meetings called by Tripura University for necessary updates on implementation of NEP 2020.

6.The faculty members of the college will be advised/instructed by the college Authority and Internal Quality Assurance Cell (IQAC) of the College for attending FDPs, Workshops on NEP 2020.

7. The NEP Committee will report to the IQAC Coordinator and College Administration about the Institutional preparedness for NEP and the gradual progress of implementation from time to time.

8. All the department heads and faculty members shall be advised to go through the Ordinance and syllabus formulated by the University and provide the necessary feedback/suggestions to the NEP Committee of the college which will be eventually communicated to the University.

9.The students of the new academic session will be provided with necessary information and guidance regarding the choice of subjects and papers under NEP 2020.

10. Orientation program for the newly admitted students will be held where they will be further instructed and guided about the details of NEP 2020.

11. The Course structure along with the distribution of marks, question pattern is to be provided by the Parent University which will be discussed with the students. Every department will be advised by the NEP implementation committee to report on implementation of NEP 2020 within the departments, whereby the respective departments will provide the details of the subject combinations/ courses (including Vocational and Value-Added courses) offered by them.

Prepared by:

Approved by:

Dr. Rumki Nath Sen
Asst. Professor and HoD
Department of Zoology

Dr. Fr. Benny K. John, CSC
Principal
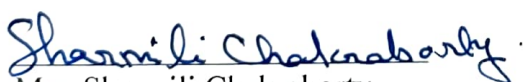Holy Cross College, Agartala
PRINCIPAL
HOLY CROSS COLLEGE
AGARTALA

Dr. Subhalaxmi Bhattacharjee
Asst. Professor
Department of Zoology

Reviewed by:

Dr. Moumita Saha
Academic Co- Ordinator, Holy Cross College, Agartala

Mrs. Sharmili Chakraborty
Asst. Professor and HoD, Department of Business Administration

Dr. Somnath Kar
Asst. Professor, Department of Botany

ADDENDUM TO STRATEGIC PLAN 2023-2024

Addendum to strengthen the strategic plan of Holy Cross College in relation to AICTE (All India Council for Technical Education) and ITEP (Integrated Teacher Education Programme).

1. AICTE Guidelines Implementation

- Technical Education and Modernization: Develop technical courses aligned with AICTE guidelines such as BBA, MBA, AI, machine learning, and data analytics to attract students interested in technical fields.

- Accreditation and Standardization: Ensure all engineering, management, and technical programs meet AICTE accreditation standards. Focus on curriculum updates as recommended by AICTE, including technical skill-building and soft skills.

- Industry-Institute Collaboration: Build stronger relationships with industries for student internships, research partnerships, and placements in line with AICTE's goals of bridging education and industry.

2. Integrated Teacher Education Programme (ITEP)

- Teacher Education Enhancement: Develop a specialized teacher education program in line with ITEP that provides a four-year integrated degree covering B.Ed. and related subjects. Pedagogical Training: Incorporate courses on modern teaching techniques, child development, and educational psychology.

- Field Work and Practice: Ensure practical teaching experience through regular fieldwork and internships, aligning with ITEP's emphasis on hands-on experience in schools.

Additional Areas to Consider:

- Curriculum Modernization: Continue modernizing the curriculum by incorporating feedback from NAAC, AICTE, and stakeholders, keeping pace with the latest educational trends and technology, the college may introduce Bridge courses/Add-on Courses/Non-Credit Certificate courses.

- Sustainability and Value-Based Education: Emphasize environmental studies and sustainable development in the curriculum to align with global education goals.

- Entrepreneurship and Innovation Hubs: Create incubation centres for start-ups and entrepreneurial training, providing a platform for students to work on innovative projects and business ideas.

3. Global Collaborations and Exchange Programs

- International Partnerships: Establish partnerships with international universities for student and faculty exchange programs, research collaborations, and joint degree programs to enhance global exposure.

- Cultural Exchange: Encourage student and faculty participation in global academic and cultural exchange programs, contributing to a more diverse learning environment.

4. Entrepreneurship and Start-Up Ecosystem

- Entrepreneurial Education: Embed entrepreneurship courses across disciplines to foster a culture of innovation and self-reliance.

- Incubation Centres: Establish an incubation centre for student led start-ups with mentoring and seed funding support from industry experts and alumni.

5. Alumni Engagement

- Alumni Mentorship: Develop strong alumni networks to offer mentorship opportunities, and guidance on career pathways to current students.

- Alumni Funding: Engage alumni for funding research, scholarships, and infrastructural development.

6. Community Outreach and Social Responsibility

- Community Service Programs: Establish programs that involve students and faculty in community outreach, focusing on social issues like education for underprivileged children, women empowerment, and health awareness.

- Sustainability Projects: Initiate community-based sustainability projects such as waste management and renewable energy awareness in nearby localities.

7. Institutional Branding and Digital Presence

- Digital Marketing Strategy: Enhance the institution's online presence through effective digital marketing, social media engagement, and a robust website to attract national and international students.

- Brand Positioning: Work on brand positioning by highlighting the college's unique offerings such as integrated programs, research initiatives, and industry partnerships.

8. Diversity and Inclusion

- Inclusivity Programs: Develop policies that promote diversity and inclusion within the student body and staff, ensuring representation across gender, socio-economic, and cultural backgrounds.

- Scholarships and Support for Marginalized Groups: Offer scholarships, counselling, and academic support for students from marginalized communities to ensure equitable access to education.

Approved by

Dr. Fr. Benny K. John CSC

Principal, Holy Cross Agartala

PRINCIPAL
HOLY CROSS COLLEGE
AGARTALA

Prepared by

Parichita Ray Choudhury

Dr. Parichita Ray Choudhury

Asst. Prof. Dept. of Zoology

Holy Cross College, Agartala

Reviewed by

Moumita Dey

Dr. Moumita Dey

Academic Coordinator,

Holy Cross College, Agartala