

**LADY BRABOURNE COLLEGE**  
P.1/2 SUHRAWARDY AVENUE, KOLKATA-700017

# **INSTITUTIONAL DEVELOPMENT PLAN**



**2025**

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## **INSTITUTIONAL DEVELOPMENT PLAN**

### **PREFACE**

Lady Brabourne College, located in an urban area, in the heart of the vibrant city of Kolkata, the most important metropolis in eastern India, is dedicated to woman emancipation and empowerment since its inception in 1939. It is a NAAC Accredited Institution with two 'A' Grades awarded in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Cycles of accreditation. It successfully participated for the first time in NIRF India Rankings and secured 94<sup>th</sup> position in 2020. It has been recognized as an Institution having Centre with Potential for Excellence (CPE) and successfully completed both CPE Phase I and II. It has been recognized as a DBT-STAR College and is lately the recipient of the DBT Builder Grant. It has successfully defended its DST-FIST proposal and has received full grant for the second time in 2020. The first reception as DST-FIST College was in 2010. These recognitions of the College have helped it to expand upon its ideal of academic excellence for its women students. Further with the help of the various grants received as part of the recognition, as well as the RUSA grant as outcome of its high accreditation in 2014, support facilities have also given a boost and a fresh lease. Lady Brabourne College has a varied and rich alumnus and has been appreciated at the level of peer perception for providing, sustained and quality education for women for the consistent high rankings by media houses like India Today, Education World-the Human Resource Magazine 2018-19, Zee 24 Ghanta and others. It is regarded as a gateway to higher aspirations for girls from the neighbouring states of Bihar, Jharkhand, Assam and even the country of Bangladesh. Many students of the marginal communities, tribal and hill areas find its open and stimulating atmosphere congenial, availing its spacious and secure hostel facilities convenient to shape their bright futures.

## VISION

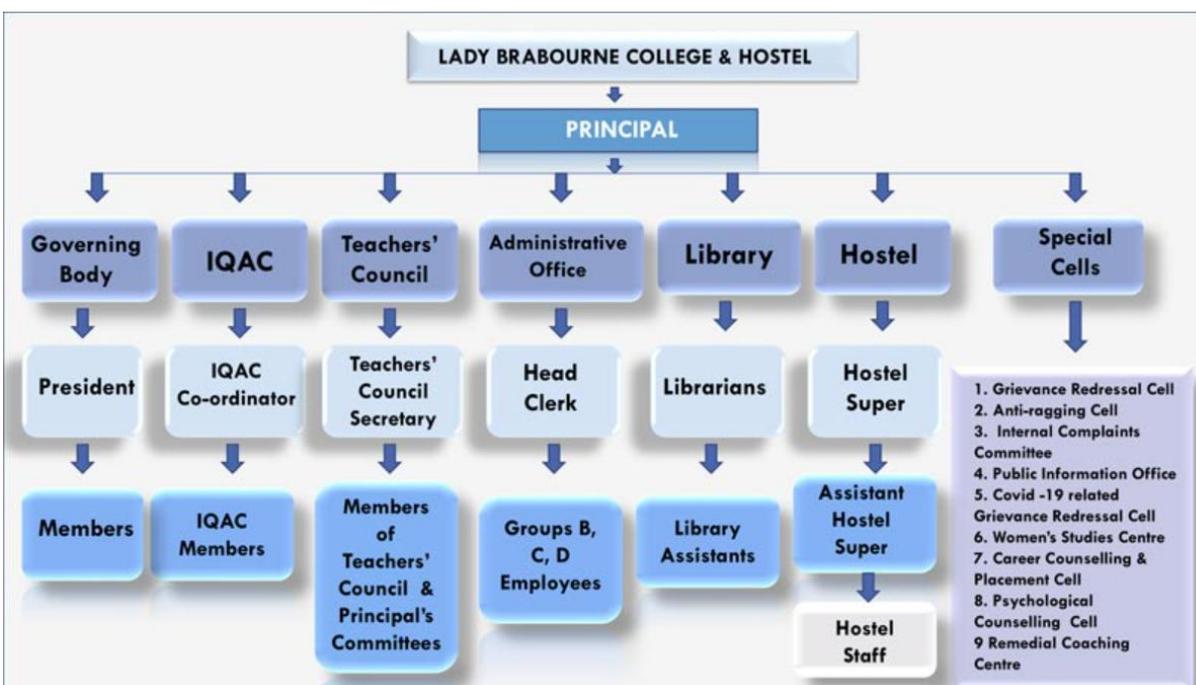
Lady Brabourne College, located in an urban area, in the heart of the vibrant city of Kolkata, the most important metropolis in eastern India, is dedicated to woman emancipation and empowerment since its inception in 1939. Each girl student, irrespective of her caste, creed, language and religion is considered a gift and the aim of the institution is to nurture her as self-confident and faithful modern Indian woman. The goal of the College is to give her exhaustive exposure in curricular education, life-skills, sports, cultural activities, and build her into a sensitive, analytical yet humane personality who will enrich India's talented pool of human resource. The College aims to make her career orientated, so that a sense of economic self-sufficiency becomes second nature to the precious girl-child developing into woman hood. Our Institution has been thrice accredited by NAAC with A grade and has been bestowed as College with Potential for Excellence twice as well. With a strong combined effort of the teaching and non-teaching staff coupled with the endeavors of the highly motivated and diligent students of the College, our immediate vision is to become a College with Excellence.

## MISSION

The College was established initially with the mission to impart education to poor Muslim girls but gradually the horizon broadened and the College developed into a multicultural Institution with students coming from varied backgrounds. The mission also progressed towards imparting education to women per se crossing all geographical, religious, cultural and socio-economic boundaries. The College logo carries the message "Sangachchhadhvam" which translates into commitment to unity. In keeping with this motto the Institution dedicates itself into a sacred and zealous space where imparting of curricular education is concerned; each Faculty member is naturally a mentor and each student is cared for with love, respect and sensitized to inculcate necessary discipline. The Faculty and Students are engaged in an eternal and coordinated journey to ensure the blossoming of every individual girl-child who enrolls herself in the College. Every effort is made to make the individual student aware of her unique potential, overcome inhibitions, if any, and engage in a fulfilling self-discovery. There is assurance that she may become the person of her choice - educationist, scientist, doctor, administrator, activist, engineer, social worker, poet and author, sportsperson or performing artiste. The mission is to see that in her choice, the primary stakeholder understands her true aptitude and gets the right advice and direction. The College Anthem 'Ekosutre bandhiyachhi sahasrati mon' meaning, thousands of minds are tied together by a single string, infers the existence of the invisible string of harmony that joins every element of the Institution as it progresses in its pursuit of excellence. There is harmony between its students, teachers, non-teaching staff, Research Scholars, Head of the Institution on one hand which extends to guardians, alumni, the Governing Body members, IQAC, former teaching and non-teaching staff on the other hand. The institution is not purely idealistic but is more committed to creating a balanced space; there is the motivation to dream and aim higher but at the same time the need for checks and balances to instill humility for the human society at large and the environment that nurtures every man is considered to be important.

## GOVERNANCE ENABLERS

The institution's aim is to empower women in a holistic sense, above caste, creed, community and religion. The College functions through a documented hierarchical structure with the Principal at the apex and her Faculty comprising 95% women teachers. Managing Units like the Governing Body and IQAC strategize, plan and implement with a network of Committees under the Principal and the Teachers' Council. There is a sub-system of internal committees under the Teachers' Council which regulates and executes all activities related to student affairs and infrastructural development.



### Short-term Goals

- Perspective plans include course dissemination strategies of the newly implemented NEP curriculum (implemented in 2023) based on the five themes of NEP viz. Learner-centric education, Digital Learning, Industry-institute collaboration, Academic Research and internationalization, and Indian Knowledge System.
- Careful planning, joint monitoring and timely infusion of requisite human, infrastructural and financial resources.
- Annual **SWOC analysis** (assess the Strengths, Weaknesses, Opportunities, and Challenges) of the institution to determine opportunities and choices that need to be leveraged and areas that need improvement.
- Conduct an **Academic and Administrative Audit, Green Audit, Energy audit and Environment audit** once in every one/two years and promote beyond the campus environmental promotional activities.

- **Financial Audit** is subject to audit execution of Higher Education Department of the Government of West Bengal. All internal funds will be subject to **annual audits** at the end of each financial year and reports kept for reference of fund management and execution.
- Train administrative staff for an efficient and seamless functioning of the College's financial activities.

### Long-term Goals

- Gradually shift towards paperless administration through a comprehensive software system i.e. **ERP (Enterprise Resource Planning)**, which will be a centralized data control system that will integrate and streamline all academic, administrative and financial matters. This will improve the efficiency of the College by providing a centralized platform for managing data and operations. Transferring of data to the new integrated ERP Software initiated in 2024 will continue to be processed and completed to facilitate generation of more scientific and academic reports.
- Cost-Effective Sustainability Measures such as **Green Campus Initiative**, which includes solar power, water conservation, and waste recycling projects (already initiated) leading to cost-saving shall be further encouraged.

## FINANCIAL ENABLERS AND FUNDING MODELS

The policy of the Institution is sustainable expansion through creation and enhancement of existing infrastructure and providing infrastructural support to all including the economically marginalized and Divyangjan. Identifying new sources of revenue generation and funding for the institution for improving its financial sustainability is a prerequisite for its operation. The HEI (Higher Education Institute) plans for the inculcation of a professional and contemporary Financial Management approach within the compliance, regulatory and statutory boundaries.

### Short-term Goals

- Prioritize initiatives and determine which initiatives are most important, and allocate resources accordingly.
- Mobilize funds from sources such as the state government grants, UGC, CSIR, DST, DBT etc. for academic growth and DST-FIST, DBT BOOST, DBT-Star College Scheme, RUSA and CPE, for setting up new labs and improving infrastructure.
- Stock management exercise shall be continued and aligned with budget planning to reduce wastage and environmental impact from acquisition of new assets.
- Strengthen the alumni network and motivate them to donate for students' scholarships, infrastructural development and strengthen **Endowment Fund**.

- Incorporate the social responsibility factor in the financial action plans to leverage **Corporate Social Responsibility (CSR) funds and philanthropic contributions.**
- Ensure that all financial transactions are transparent, accountable and auditable to maintain trust and credibility with stakeholders.

### Long-term Goals

- Develop an investment strategy that will maximize returns to ensure that the funds generated from investments can be used effectively to support the development of future infrastructure and student programs.
- The College aims to go for **collaborations** with government agencies, private sector entities, and other institutions to leverage resources and expertise to support the development of financial infrastructure.

## ACADEMIC ENABLERS

The institution began to reorient its vision of woman empowerment by shifting emphasis from giving priority to knowledge-based education, to set up steadily an eco-system of skill-based education complementing the traditional approach. The Introduction of NEP required a precise planning to understand and plan the execution of Internship Programmes as part of the mainstream teaching and learning.

### Short-term Goals

- The HEI will consolidate the **implementation of NEP CCF 2022 Course**, introduced by the Affiliating University from the Academic Session of 2023-24. The mission is to streamline learning processes under the new course with the exit of the final batch of CBCS students in 2025, setting up an ecosystem for conducting Internship Programs and planning for conducting Research based Undergraduate teaching with activation of the Research and Development Cell. This will help finalize the teaching learning process for the 7th and 8th semesters.
- The College aims to embrace the rich heritage and lineage of the **Indian Knowledge System (IKS)** and carry forward the wisdom that has been passed on through generations. As the National Education Policy-2020 lays emphasis on promoting value and heritage education in all the educational institutions for the holistic awareness among the youth, Lady Brabourne College plans to set up an **IKS centre and a Heritage Club** to integrate the rich heritage into the fabric of our education research ecosystem and create awareness amongst students about our rich heritage, Indian Values, Art and culture. It will actively engage in spreading the rich heritage of our country and traditional knowledge in the field of Arts and literature, Agriculture, Basic Sciences, Economics, etc. by conducting faculty development programs, workshops, Mock parliament, certificate courses in Dance, Music, Theatre, Visual art, etc., documentation projects, and outreach activities. It seeks to bridge

the gap between Traditional Indian Knowledge Systems and contemporary knowledge systems. As part of this initiative, the Institute plans to register with **SPIC MACAY** (Society for the Promotion of Indian Classical Music and Culture amongst Youth), an organization which has been working for the promotion of value and heritage education in all the educational institutions.

- Emphasis will be given on **Bridge Courses** to help students transition from High School to the new academic program (B.A. & B.Sc.). This will help students develop the skills needed to succeed in their new program and gain background knowledge on topics that will be covered in their courses.
- For effective learning process, the **pedagogical approach of blended learning** will be adopted which will involve a mixture of face-to-face and online activities and the integration of synchronous and asynchronous learning tools. Synchronous learning tools enabling real-time interaction and collaboration in a "same time-different place" mode will include Google meet, Zoom, live online presentations (webinars) by subject experts from other institutes with question and answer sessions, while asynchronous learning tools will include platforms like discussion forums, google classrooms where students can access study materials, etc. To reach out to the best teaching learning resources and enrich the learning experience, students will be encouraged to register for online courses on the **SWAYAM platform**.
- The College will continue with the **Monthly Exam and Preparatory Test** format (apart from the Internal Assessment format of NEP) to assess the preparedness of the students before they face the University Exams.
- The College plans to begin with additional **Add-on and short term Certificate Courses** based on **Skill Development** which will help the students enhance curricular knowledge and life skill for their future career development. These courses will be focused to provide students with essential life skills, including communication, leadership, critical thinking, along with technical and academic competencies that will enhance their employability by acquiring credentials alongside their degree. The path is thus being prepared for making the students economically self-sufficient and even aspire for entrepreneurship.
- The individual departments will launch **Peer-Mentoring Programs and Career Counselling Sessions, workshops, training sessions, seminars and student-led activities** that will focus on personal growth, public speaking, guidance for career options and other critical life skills.
- The College will focus to **promote industry-academia collaboration** and strengthen partnerships with industries. This will provide for the students, internships programs, create real-world projects, and experiential learning opportunities where students can apply life skills in a practical setting.
- The **IQAC** has redefined the concept of **Value Education** in the HEI. From being conducted in the traditional mode aligned to moral enrichment of character, the objective has progressively become more experiential in nature. Instead of mere verbal presentations, attempts will be made to bring alive the social problem and instill in the students the reality of social injustice through **debates** and the need to find inner strength to resist and fight such social evils. The IQAC also intends to organize **personality grooming sessions** for the students to perform well at the interviews, prepare them for fast-track students' employability and immediate workforce and workplace demands.

## Long-term Goals

- Create a **Centre of Excellence** focused on high tech education, cutting-edge research and training and focusing on the application and integration of new technologies through multidisciplinary interactions ensuring that our graduates and post graduates are recognized worldwide for their technological expertise.
- Implement strategies to increase the enrolment, retention and graduation and post-graduation rates of the students especially from socially, economically, locationally marginalized and underrepresented sections through adequate institutional support, enhancing and ensuring policies and mechanisms for success.

## RESEARCH AND INTELLECTUAL PROPERTY ENABLERS

The College has a very vibrant research environment in that almost all the departments are actively engaged in various projects with commissioned grants. The HEI has encouraged faculty members to focus on research and academic consultancies. Workshops and seminars on Research Methodologies as well as talks by eminent scholars help consolidate an environment for subject-specific investigations both for the Humanities and Science Faculty. The College has developed appropriate guidelines and mechanisms through which faculty/research scholars can access the research grant without any hassle. The HEI has a Research Ethics Committee in place and in view of the roll out of the NEP programme eminent scholars were invited to frame a Research and Innovation Advisory Committee. The College thus fosters an academic environment where research is integral to the College's identity and mission, inspiring faculty members and students to engage in impactful research.

## Short-term Goals

- The National Education Policy 2020 aims at promoting quality research in higher education. The societal needs of the country can only be addressed if the students have a sound knowledge of their subject, skill, value, scientific temper, creative imagination and research-oriented vibrant higher education. In accordance and as per the demand of the syllabus of the mother University, the undergraduate students of the college are undertaking internships both within the College as well as other educational and research institutes. In this regard, the College has lately spiked up its efforts to enter into academically meaningful **MoUs** (Memorandum of Understanding) with other Institutes and promote academic student-teacher exchange programmes and other student enrichment programmes. More such MoUs are in the pipeline.
- The HEI within its defined parameters is engaged in planning and executing robust research strategies. The **Research and Development Cell (RDC)** of the College will function in promoting and coordinating research activities in various academic disciplines and endorse interdisciplinary collaboration, by providing guidance, mentorship and necessary infrastructure to the researchers. It will organize seminars, workshops, and conferences on

up-to-date research topics and guide the faculty to apply for various research grants and funding. The RDC will play a fundamental role in promoting academic growth, innovation and societal impact by creating an environment of inquisitiveness and rational thinking.

- The enhanced learners at the Undergraduate and Post Graduate level will be encouraged to work on small **research projects** (like previous years) under the DBT-STAR, DBT-BUILDER and DST-FIST programmes which will help in the development of research aptitude, intellectual stimulation, personal growth and professional development of the students and enhance their learning experience.
- The College aims to strengthen collaborations between departments and external institutions to promote **interdisciplinary research** and ensuring the continuous upgradation and maintenance of infrastructure in the different departments by modernizing labs, acquiring advanced equipment, and providing dedicated research spaces for faculty and students to support ongoing projects and resources to support innovation in areas addressing national and societal challenges.
- The **Women's Studies Research Centre** will carry on with their multi-faceted activities of research on women which seeks to encourage all academic endeavours that attempts to rectify traditional biases that operate against women, organize gender sensitization programs, awareness programs, seminars and workshops and research publications which are an important aspect of this centre.
- The **Advanced Research Centres (ARC)** of the Post Graduate Departments of Bengali, English, Geography, Mathematics, Microbiology and Physics will play a pivotal role in encouraging in-depth research on multiple aspects and function as hubs for interdisciplinary research, knowledge sharing, and collaboration.
- The College has robust publication policies encouraging research work and controlling cost by generating quality **in-house peer reviewed ISSN/ISBN journals** e.g. IQAC Journal, publications of the Women's Studies Centre, etc. The peer reviewed College Journal is currently published annually, with the purpose of providing a forum for state-of-the-art developments and research as well as current innovative activities in the institution. The College now plans to register the Journal on the **Indian Citation Index (ICI)** which will serve as a quality parameter and allow more researchers to get access to the journal nationally.
- The College plans to set up an **Incubation Centre** to assist budding entrepreneurs by providing them with the infrastructure, mentorship, seed funding, and support for **intellectual property rights**. Training programs and workshops will be organized for the startups with experienced mentors and industry experts and promote connections with investors, partners, and other entrepreneurs.
- A **Language Lab** will be set up to enhance the language learning process of the students in a more effective way, emphasizing on development of speaking and listening skill.
- The HEI plans for training courses on **Archaeology, Museology** and study on **indigenous or tribal communities** including their culture, history, language, social structure, customs, traditions, governance systems, and issues related to their socio-economic, political, and cultural well-being.
- The College intends to offer funding and institutional backing for students seeking to publish their research in journals or present at conferences and motivate students to present their research at national and international conferences or attend training programs.

## Long-term Goals

- Target large-scale research grants from various agencies for the development of infrastructure with latest cutting-edge technology.
- Promote publication and dissemination of knowledge products such as Patents and IPRs for income generation and educate students on the importance of protecting their ideas.
- Create an **IPR endowment fund** that can continually generate resources to support research, publication costs, and patenting efforts.
- The research labs shall be made available for specific use by other organizations.
- Involve the undergraduate students in a new project to create a central database and digitally preserve and **archive** historical documents and photographs related to Heritage sites in West Bengal. The project will collect the pictures and documents held in several archives, digitize them, and catalogue them. This will help in preserving crucial historical reports and making them easily accessible for researchers, students and professionals.

## HUMAN RESOURCE ENABLERS

The greatest strength of an institution lies in the Human Resource Development. The College aims in creating a dynamic, positive and supportive inclusive environment for professional development and skill enhancement of all its faculty, staff and students and value their continuous contributions.

## Short-term Goals

- The College participates in a transparent **Central Admission System** regulated by the Department of Higher Education, Government of West Bengal.
- The College plans to go for a more structured '**Online Feedback System**', to be hosted on the College Website, where all stakeholders (students, parents, alumni and employer) will be able to provide feedback on various aspects of learning experience, including courses, syllabus, facilities, and overall environment of the college. This will allow the institution to identify areas for improvement and enhance the quality of education delivered. A comprehensive feedback analysis on the curriculum design and course content will be sent to the Registrar of the affiliated University (University of Calcutta) annually.
- The College shall augment various scholarships and endowment programs to support economically disadvantaged and marginalized students.
- A **Quality Circle** with the student representatives from all departments and teacher members will function to identify areas related to studies or the learning environment that needs improvement and find simple and practical solutions to solve these.
- The College shall strengthen the Mentor-Mentee program as per the UGC guidelines. The HEI plans for one:one **mentoring sessions** to deal with sensitivity on a case to case basis, reaching out to the needs of advanced, regular, specially enabled and economically challenged learners. The IQAC will play a pivotal role in organizing training sessions for

Mentors on how to communicate and understand the psychology of their mentees. Special emphasis will be laid on **group mentoring with established alumnus** to discuss on topics related to skills and career, which can help students learn from their peers, build confidence, improve communication, achieve goals and make a plan for the future. This aims to enhance the mentees' personal and professional capabilities, contributing to their success and the advancement of the institution.

- In order to instill leadership skills in students and implement a system which would provide an environment to enable the involvement of the students in assignments concerning team building and making teaching-learning a more meaningful experience, **clubs like domain clubs, cultural clubs, debate club, club for community service and social justice, environmental club**, etc. will be formed with active members from the students and a few teacher representatives. The calendar for the club activities will be prepared by the IQAC. These clubs will provide opportunities for personal and professional growth, and allow students to pursue shared interests, build networks, and gain valuable skills.
- A **mental well-being club** will be constituted which will serve as a wellness platform to address to issues related to work-life balance, mental health and stress management of both the students as well as the faculty and staff. Psychological counselling sessions will be organized by the **Psychological Counselling Cell** to create awareness and address to issues related to stress management, mental health and emotional quotient. The **Grievance Redressal Cell** will regularly assess and improve the grievance redressal mechanism based on the students, faculty and nonteaching staff feedback.
- The **Career Counselling Cell** will provide for career advisors who will guide the students for **options in higher education**, various career options, industry trends, and potential career trajectories apart from job-focused counselling strategies providing information about job openings and recruitment processes.
- The IQAC will be organizing **professional training programs** for the teaching faculty to enhance teaching methodologies, research capabilities and digital proficiency and on digital tools and software to enhance the administrative efficiency.
- IQAC will facilitate knowledge sharing and global exposure by promoting **faculty exchange programs** in collaboration with national and international universities and institutes.
- As part of outreach program and community engagement, the College plans to **adopt a village** in the outskirts of Kolkata in order to have regular development engagement with the rural community and to work with the community at the grass root level, while enabling/empowering them for pursuing the goal of development of the village in line with the Sustainable Development Goals. This will be part of the MHRD (Ministry of Human Resource Development) programme named **Unnat Bharat Abhiyan** launched with an aim to connect institutions of higher education, with local communities to address the developmental challenges through appropriate technologies. This Village Adoption will provide opportunities to understand the factors that are responsible for under-development in the village, get familiar with the interventions, and understanding the prevailing situation, give our students opportunities to mobilize the communities, initiate participatory processes that will strengthen the process of development and ensure poverty reduction. The College targets to start with a Unit of **NCC (National Cadet Corps)** which

along with the two Units of **NSS (National Service Scheme)** and other student volunteers will work together in the development of this village.

- The College targets to build strong partnerships with some NGOs and social service organizations to engage in impactful rural outreach and fieldwork that will contribute to societal development.

### **Long-term Goals**

- Regularly assess students' progression in academics and extracurricular activities in order to measure the effectiveness of holistic education.
- Expand admissions to include a greater number of students from other states and diverse cultural backgrounds. This will enrich the global experience for students.
- Channelizing funds for faculty empowerment, enhancing academic prowess and innovation.
- The College shall access social media platforms (YouTube Channel, Facebook etc.) to post good practices of the HEI.

## **PHYSICAL ENABLERS**

Physical enablers are essential for fostering an environment conducive to academic achievement, research advancement, innovation, and the overall well-being of the students.

### **Short-term Goals**

- The HEI targets to increase the number of technology-enhanced Smart classrooms with smart dais, interactive displays, video conferencing facilities, Learning Management System and Student Information System and collaboration tools to support the hybrid and virtual learning.
- The entire College and hostel will be brought under a more extensive CCTV coverage and surveillance.
- The College aims at providing special care and state of the art lab, library and high speed internet facilities to ready women from across social strata to become women with objective vision and digital familiarity.
- Being a Government College, the HEI will partner with PWD (Public Works Department) and other local authorities to maintain adequate sanitation and clean water infrastructure.
- Regular maintenance of the Wi-Fi System which was implemented/extended on all floors of Admin (Main) Building, Chemistry Building, Physics Building, New Science Building, Roma Chaudhuri Building and the Cottage Building in order to provide Network Access Facilities to all students and Faculty Members throughout the Main Campus for smooth functioning.
- Road and garden infrastructure need to be maintained on regular basis.

## Long-term Goals

- Upgradation of the existing internet bandwidth, ensuring reliable and High-Speed Internet Connectivity for seamless operation and increase the total number of nodes present in the College campus to cater to the increasing demand at certain important nodes and evolve with the College's needs over the next 10-15 years.
- Artificial Intelligence Driven Teaching-Learning and Administrative Infrastructure.
- Aim to reduce the environmental footprint of digital infrastructure.

## DIGITAL ENABLERS

### Short-term Goals

- The College has developed a centralized digital library that provides students and faculty access to e-books, academic journals, research databases, and multimedia resources. The College library aims to complete digitization of library collections and provide open access to knowledge repositories.
- The HEI will now opt for "**One Nation, One Subscription**" (ONOS), a government initiative aimed at providing equitable access to international scholarly research articles and journals to all public institutions, including universities, colleges, and research organizations, across the country. For this the College will now register on the **Vidwan portal** [The database developed and maintained by Information and Library Network Centre (INFLIBNET) with financial support from the National Mission on Education through ICT (NME-ICT)].
- A centralized notification system shall be installed and used to ensure official communication with students and faculty members and minimize the use of papers for day-to-day official communication.

### Long-term Goals

- Very clear IT Policy of providing internet and intranet facility through LAN, WAN and Wi-Fi. Submit plans and proposals from time to time to the Government for approval and financial sanction.