

Strategic Planning and Deployment

Preface

Moirabari College was established on August 14 in the year 1981. It is located 30 Kms away from the district headquarter of Morigaon, a central district in Assam. The mighty Brahmaputra is located to the north of the college. The college was brought under deficit Grant-in-Aid system in 1996 and Provincialized in 2005. It has been recognized by the UGC under section 2(f) and 12B on May 15, 2008.

The college was accredited with C++ at its first cycle of accreditation in 2004. In its second cycle of NAAC assessment, it was accredited with B++ grade. The college started its journey with Arts Stream in 1981. In 2017, the Commerce Stream was introduced.

There are 9 departments in the Arts Stream and 07 departments in the Commerce Stream at present. In addition, it runs Higher Secondary (10+2) program under AHSEC. It extends distance education under KK Handique State Open University and provides various courses like B.A. and M.A. to the deprived students from 2023-24 session. Besides, 15 certificate courses have been introduced in different departments.

The infrastructural facilities have been enhanced by constructing Computer Lab cum Seminar Hall, boys' common room, girl's hostel, boy's hostel, boundary walls, Canteen, parking for four wheelers and a 20 KV Solar plant. The college facilitates major sports activities through its football ground, volleyball court, and basket ball court. The Indoor Stadium constructed under UGC fund provides facilities for indoor sports. CC cameras are installed at various places.

The Central library is strengthened by adding more books, journals, reprographic facility. The Library of the college has 30,054 volumes of books & 9003 volumes of titles. It subscribes 4 number of newspaper including both national and regional. The library automation software used is SOUL 2.0. College library members enjoy access to more than 6000+ e-journals and more than 199500+ e-books under N-LIST & 600000 e-books through NDL.

At present there are 1568 students in the current academic year. Students come from multicultural society. The college is located in an eco-friendly green environment with 13.22 acre of land. On campus, there is a pond that benefits the ecosystem.

Vision

- To impart quality higher education in the faculty of Arts and Commerce
- To impart education on ethical values and to give emphasis on the moral uprightness in the young generation and strive to maintain a crime –free, serene atmosphere in the society

Mission

- To inculcate in the students the spirit of enquiry, scientific temperament and a craze for learning; liberal humanitarian and true democratic values
- To make conscious efforts for the all-round development of personality of the students
- To encourage students, develop and realize their innate potential in curricular fields through participation in cultural, extension, sports activities etc.
- To work hard and stay relevant under any education regime and achieve scholastic brilliance to meet the needs and expectations of the society.
- To sensitize students to play a constructive role and contribute towards nation building with honesty, civilized, discourse and good behaviour.
- To help teachers improve themselves through self assessment and professional development.
- To enable the guardians to assess their own children and help them to reach their full potential.

QUALITY POLICY

- This will serve as a support foundation for lifelong learning and skill strategy, facilitating the quality in Teaching-Learning system for a diverse population of learners.
- To foster excellence, support, and value in teaching and learning.
- To meet the demands and expectations of all parties.
- To provide students the chance to advance in their higher education so that they may find work using the skills they learned in college.
- To create an atmosphere and infrastructure for academic assistance that supports a high level of teaching and learning.
- To secure the agreement of all parties involved to implement a joint obligation.

CORE VALUES

Integrity

The college commits to a shared decision-making method and instills institution values via hard effort. The institution performs all of its operations in an ethical, honestly, and truthful way.

Inclusiveness

The college fosters an environment in which each stakeholder is appreciated for their unique cultures, experiences, degrees of knowledge, and skills. Its students benefit from a diversity of cultural beliefs and conventions. As a result, the institution makes an effort to create a setting that is sensitive to all of its stakeholders and inclusive of various cultures. In spite of categorization, the college offers a welcoming environment to all of its stakeholders, regardless

of their gender, socioeconomic status, or culture. The institution organizes a variety of extracurricular events and commemorates holidays, famous person days, and festivals to be inclusive of all social classes.

Objectives

- The college makes an effort to give its stakeholders high-quality education and assistance.
- Through mentoring, try to instill in adolescents a sense of leadership and to impart knowledge and morals.
- Make an effort to provide students training in making decisions.
- Promote holistic development through taking part in cultural, sporting, extended, and community-based NSS activities. Empower them for employability through appropriate supervision and training.

Strategic Goal

For proper implementation of the vision and mission and core values of the college, the strategic goals are as follows:

a. Internal Quality Assurance Cell

In every Academic year, the Internal Quality Assurance Cell is reconstituted as per the latest guidelines of NAAC.

- Planning of Action Plan
- Formation of Academic Committees
- Formation of Statutory and Legal Cells
- Plan for professional development of Teaching and Non-Teaching Staffs
- Periodic Quality Check
- Organising Internal & External Audit
- Conduction of Academic and Administrative Audit.
- Channelizing the Best Practices
- Preparation of Annual Reports and Submission to NAAC and AISHE
- Preparation for Implementation of NEP 2020.

b. Teaching Learning Parameters:

- IQAC and Academic Committee Meetings
- Preparation of Academic calendar
- Central Class Routine preparation
- Induction programme on PO PSO & CO
- Categorisation of Advance & Slow Learners.
- Departmental Meetings

- Collection & Analysis of Feedback
- Continuous Internal Evaluation
- Mentor-Mentee system
- Development of learning materials

c. Leadership

- Decentralised responsibility for academic, Administrative and Student related matters.
- Define duties and accountability
- Responsibilities of Functional Bodies.
- Student Association

d. Good Governance

- Articulation of vision & mission in key positions of the college
- Publication of Academic calendar
- Setting of institutional Action Plan & strategic goals
- Leadership development through decentralization and participative management.
- Proper functioning of the Committees and Cells
- Monitoring of the Quality management System.
Assessment of Faculty Performance Appraisal
- Conduction of fair Admission procedure
- Conduction of Internal/External/Green/Gender Audits.
- Implementation of E-Governance in Administration, Admission, Payment, Communication and Finance

e. Students Participation

- Induction to the first year students
- Career counselling
- Budget allocation for student development programmes and activities.
- Organization of Establishment day, Cultural Events, Sports, Teachers' day etc.
- Organization of Student Associations' Election properly
- Financial assistance to the needy students.
- Participation in curricular/extra-curricular activities.
- Participation in extension activities through NSS and departmental initiatives.
- Support for applying scholarship through NSP and other avenues.
- Participation in Institutional, Inter-college and university level, state level competitions.

f. Faculty Development & Welfare strategy

- Recruitment of Full Time/ Contractual faculty & Support Staffs
- Performance Appraisal System
- Teaching and Non-Teaching training programme
- Code of conduct, service rules & leave rules
- Welfare policy

- Leave for attending seminar/workshop/conferences for career advancement
- Support Policy for research and consultancy.

g. Financial management

- Budget allocation and maintenance of expenditure
- Conducting audits'
- Approval of Finance Committee on expenditure
- Financial supports for visits/training/faculty exchange etc.

Research & Innovation

- Encouraging the students for research oriented activity.
- Fund generation for research projects.
- Strategy for applying Government/Non-Government sponsored funds
- Collaboration with different stakeholders and Academic Institution
- Established a Publication Cell for publishing an ISSN Serial

Physical Support facilities:

- Focus on building development and infrastructure renovation.
- Focus on enhancing Smart Class/ICT enable classroom
- Laboratory up gradation
- ICT Updates
- Safety and Security Measures
- Plantation for Green campus initiatives
- Library up gradation.

STANDARD OPERATING SYSTEM

The standard Operating System for Executive component has a institutional flowchart for execution of Powers and functions step by step involving all the stakeholders:

• Meetings and Discussion:

The Head of the Institution and the Internal Quality Assurance Cell thoroughly addressed the needs and requirements of the institution prior to the start of each academic session. Along with the members of the Academic Committee and other Academic Sub-Committees, the IQAC evaluates whether the Central Class Routines and Academic Calendar are complete as well as up to standard. The HoDs or heads of the individual departments present their requirements and plans for the academic session at the meeting called by the Principal.

• Overview:

The availability of books in the Central and Departmental Libraries, faculty positions to fulfill the needs of the students, and lists are generated for follow-up action are all subjects of statistical surveys conducted by the Principal and the IQAC.

• **Improvement Strategy:**

IQAC and the Academic Committee Members guarantee the compilation of the academic calendar, establishment of the dates for co-curricular events, CIE and revision of the courses.

Mentor-mentees participate in a counseling program, and learning methodologies are chosen suitably to include all types of students.

• **Implementation:**

The IQAC and other academic subcommittee meetings are held, and they periodically examine the status of the tasks that were planned at the start of the academic session. In addition, new plans and initiatives have been established for execution in order to carry out the college's vision and aim.

STRATEGY IMPLEMENTATION AND MONITORING

The execution and monitoring of the strategic development plan come next after its creation. When the planned plan is put into action, it is evaluated, and a midtime policy is created in response. The principal support for the implementation of the Strategic Plan and its deployment is provided by the Head of the Institution, the Internal Quality Assurance Cell, and various Academic Sub-Committees.

Institutional Level:

Sl.No.	Departments	Implementing Authority
1	Governance & Administration	Governing Body of the College
2	Academic Planning	IQAC & Academic Committee
3	Admission	Admission Committee (Supervised by Principal & IQAC)
4	Infrastructure	GB, Principal & Construction Committee
5	Student Progression	IQAC, Mentoring Cell, Head of the Department
6	Statutory Complains	Principal & Internal Complain Committee
7	Student Activities	Teacher In-Charges
8	Departmental Activities	Principal & IQAC
9	Placement	Faculty members
10	Quality Policy	Internal Quality Assurance cell
11	Training	Principal & the IQAC
12	Library Development	Library Maintenance Committee
13	Campus Management	Campus management Committee
14	Website	Website Development and Maintenance Committee
15	Appointment	Governing Body and Principal
16	Finance	GB, Principal & Finance Committee

SWOC

Institutional Strength

- Governing Body of the College plays proactive roles in the management.
- Committed and dedicated staff
- Enhancement of the enrolment of girls students
- College library well-equipped with library automation and partial digitalization
- Weak students are supported by the remedial classes.
- College provides conducive and eco-friendly green environment.
- Dissemination of teaching and learning process through study materials, assignment and audio-videos methods
- Students come from multicultural society.
- Add-on courses have been introduced from 2023 academic year.
- New Education Policy 2020 has been implemented from 2023 academic year.
- Scholarships and free ships provided to students through different heads of government
- Internal Quality Assurance Cell (IQAC) actively monitors functions of different Cells.
- IQAC has organized workshops and Seminars.
- Career Counseling Cell organizes number of career oriented programs.
- Grievance Redressal Cell addresses the grievances of the students swiftly.
- ST Cell, Anti-Ragging Cell and Minority Cell are in existence.
- Parent-Teacher Association is proactive.
- Alumni Association is active.
- Students' Union plays vital roles.
- Central agencies such as RUSA and UGC provides fund for development of the College
- College provides girl's and boy's hostels.
- NSS unit of the College provides extension activities to the society.
- 20 KV Solar plant for pollution free power supply

Weakness

- Insufficient teaching and non-teaching staff in the college
- Inadequate infrastructure of the college
- Unable to introduce PG Courses
- Lack of Industrial collaboration with the college
- Soft Skills Programs are limited
- Lack of campus employment
- Science Stream has not been introduced.
- Lack of vocational courses in the college
- Lack of research works and research culture among the faculties

Opportunities

- Collaboration with higher educational institutions for students and teachers' faculty exchange
- Initiative for introduction of Science Stream

- Local society oriented vocational courses such as fish and fishery, sericulture, Computer Application, Medical Laboratory Technician, Talley and Tailoring
- Introduction of a health centre
- Establishment of Bank and Post Office in the campus
- Establishment of a Gymnasium centre for physical development of the students
- Memorandum of Understanding with NGOs for extension activities
- Rearing of fish in the college pond for revenue mobilization
- More gardening in the college campus

Challenges

- Poor communication in the catchment area
- Dropout rate is high
- Child marriage is prevalent in the society
- Most of the people in the catchment area belong to below poverty line.
- Unemployment among youths
- Prevalent of superstitious beliefs in the society
- Shrinking of government fund
- Natural calamity such as flood and COVID pandemic
- Lack of own resources
- Increasing rate of drugs addiction among youths
- Poor language communication among the students

The Mechanism Involves in Fulfilling the Vision and Mission:

GOVERNMENT BODY MEETINGS

The Governing Body of the College is the Apex Body in implementing its Vision & Missions for academic Excellency. The Core Committee of the Governing Body is formed as per the guidelines issued by the Office of the Director of Higher Education, Assam letter No. G(B) GB.2/2009/9, dated: 14th July, 2009, Govt. of Assam letter No. AHE 331/2008/33 Dated: 9th July 2009. The present members of Governing Body are as follows:

A sample of data furnished below regarding Governing Body and its minutes:

LIST OF GOVERNING BODY MEMBERS OF MOIRABARI COLLEGE, MORIGAON

Sl No	Name of Governing Body Members	Contact numbers	Residential address
-------	--------------------------------	-----------------	---------------------

1	Jamal Uddin Ahmed President,Governing Body	97069587 69	Vill.& P.O. Moirabari,Dist. Morigaon, Assam, PIN-782126
2	Dr. Riazul Hoque Principal & Secretary	94355 05074	Vill & P.O. Goraimari, Dist. Morigaon (Assam)
3	Dr. Sharif Uddin Ahmed Principal (Retd), ADP College Nagaon, G.U. Nominee	94350689 23	Christian Patty, Nagaon Nagaon, Assam
4	Dr. Lila Kanta Barthakur Principal,Morigaon College Morigaon, G.U. Nominee	86387153 72	Morigaon Town
5	Haji Aminul Islam, MLA Dhing Constituency Spl. Invitee	88761533 29	Vill. Parmaibheti, PO. Dowgaon Dist. Nagaon, Assam
6	Md Abdur Rahman Guardian member	70030083 58	Lengribori
7	Mrs Krishna Debroy Guardian Women member	70021212 55	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126
8	Mr Bimal Kundu Guardian member	91273754 75	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126
9	Hazi Sofiqul Islam Doner member	70022402 97	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126
10	Dr. Rehana Ahmed Teachers' representative	91010197 56	Vill.& P.O. Madhupur, Dist. Nagaon Assam, PIN-782126
11	Prof. Sadiqul Islam Teachers' representative	70022488 46	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126
12	Md Mozibur Rahman, HA Representative,Non-teaching staff	94357106 18	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126
13	Abdul Aziz Akand, Librarian Ex-Officio Member	94352255 42	Vill.& P.O. Moirabari, Dist. Morigaon Assam, PIN-782126