

# **Institutional Development Plan (2024–2039)**

## **Rajasthani Sammelan's Ladhidevi Ramdhar Maheshwari Night College of Commerce (LRMC)**

**Aligned with the UGC's framework and NAAC's Seven Criteria**

### **Vision & Social/Academic Mission**

**Vision:** To be a leading, inclusive evening college nurturing holistic commerce education and empowering working learners in Mumbai's dynamic socio-economic context.

**Social Mission:** Provide accessible, affordable, and quality education to diverse learners—especially working professionals, women, and underprivileged—and support lifelong learning, inclusivity, and socio-economic mobility.

**Academic Mission:** Foster well-rounded graduates with ethical grounding, critical thinking, digital fluency, entrepreneurial mindset, employability, and global sensibility, aligned with NEP 2020 priorities.

### **SWOC Analysis – LRMC (2024–2039)**

**Strengths:** Accessible programs, inclusive culture, dedicated faculty, ICT-enabled teaching, holistic development, strong infrastructure.

**Weaknesses:** Limited expansion, restricted research scope, lack of autonomy, mixed student satisfaction.

**Opportunities:** Alumni engagement, strengthening research cell, industry linkages, NEP implementation.

**Challenges:** Socio-economic backgrounds of learners, rigid curriculum structure.

**Responsiveness to NAAC Peer Team Recommendations:** The IDP explicitly integrates NAAC Peer Team feedback. Strategic interventions are mapped under NAAC's seven criteria to demonstrate responsiveness and continuous improvement.

### Criterion-Wise Structuring (NAAC I–VII)

Criterion	Strategic Focus
I. Curricular Aspects	NEP 2020–aligned curriculum, blended learning pilots, vocational add-ons.
II. Teaching-Learning & Evaluation	Faculty autonomy workshops, transparent student evaluation, LMS dashboards.
III. Research, Innovations & Extension	5-Year Research Roadmap, interdisciplinary collaborations, faculty incentives.
IV. Infrastructure & Learning Resources	ICT-enabled classrooms, upgraded library, digital resources (INFLIBNET/DELNET).
V. Student Support & Progression	Structured alumni mentorship, scholarships, annual employability index.
VI. Governance, Leadership & Management	Governance Council, structured feedback loops, annual performance dashboards.
VII. Institutional Values & Best Practices	Green initiatives, inclusivity audits, best practice dissemination.

### Strategic Goals & Development Objectives

**Governance:** Establish functional governance structures with stakeholder participation including alumni and industry. Financial sustainability is supported through a clear financial model with projections, donor engagement strategies, and a contingency reserve fund.

**Academic Enablers:** Revise curriculum to include vocational and skill modules; enhance student–teacher ratio; faculty development embedded through workshops and career progression frameworks (including sabbaticals and UGC-aligned appraisals).

**Digital Enablers:** Build e-learning platforms, repositories, and student dashboards.

**Research & IP:** Create a research cell with defined 5-year roadmap, publication targets, interdisciplinary initiatives, and external collaborations.

**HR Management:** Transparent recruitment, appraisal, sabbatical policy, leadership training, and faculty exchange programs.

**Networking & Collaborations:** Forge ties with industries, alumni, professional bodies, and academic peers.

**Physical Enablers:** Upgrade classrooms, accessibility, green initiatives.

**Supportive Enablers:** Counseling, scholarships, inclusive practices, extension activities.

### Research Strategy (5-Year Roadmap)

Timeline	Initiatives	Targets
Years 1–2	Establish Research Cell, train faculty, submit proposals.	2 minor projects to UGC/ICSSR.
Years 3–5	Faculty/student research seminars, interdisciplinary projects.	10 publications, 1 industry collaboration per faculty
Years 6–15	LRMC Research Fund, annual conclave, international collaborations.	2 MoUs, 2 sponsored projects annually.

### Financial Model (Projections)

Revenue Stream	Target Milestones	Projections
Alumni Contributions	₹5 lakh by Year 3; ₹25 lakh by Year 7; ₹50 lakh by Year 10.	₹50 lakh+ by Year 10
Industry Consultancy	Internships, CSR tie-ups, advisory projects.	₹10 lakh annually by Year 5
Contingency Reserve Fund	10% of annual operating budget set aside.	Equivalent to 6 months' expenses

### **Monitoring & Review**

Progress will be tracked through IQAC/AQAR reviews, mapped explicitly to NAAC criteria. Structured stakeholder feedback (student/faculty surveys each semester, alumni tracer annually, 360° faculty appraisal biennially) will inform mid-course corrections. Annual performance dashboards will be published for transparency.

### **Faculty Development & Stakeholder Engagement**

- Annual faculty appraisal linked to teaching, research, and extension outcomes.
- Sabbatical leave policy: 6 months after 6 years of service.
- Faculty exchange programs with 2 partner institutions by Year 10.
- Structured alumni association with bylaws, mentorship programs, tracer studies, and public annual report.

## **Appendix: NAAC Mapping Matrix**

**Criterion-wise mapping of NAAC requirements with LRMC's strategic interventions.**

NAAC Criterion	Key Requirement	LRMC Strategic Intervention
Criterion I: Curricular Aspects	Curriculum design and flexibility; NEP 2020 alignment.	Blended learning pilots, vocational add-ons, CBCS/ABC implementation.
Criterion II: Teaching-Learning & Evaluation	Learner-centric pedagogy; evaluation reforms.	Faculty workshops, outcome-based education, LMS dashboards, transparent assessment.
Criterion III: Research, Innovations & Extension	Research promotion; innovation; social outreach.	5-Year Research Roadmap, research cell, industry collaborations, student research seminars.
Criterion IV: Infrastructure & Learning Resources	Adequacy and modernization of infrastructure.	ICT-enabled classrooms, digital library, INFLIBNET/DELNET tie-ups, green campus initiatives.

Criterion V: Student Support & Progression	Student services, progression, placement.	Scholarships, alumni mentorship program, employability index, counseling services.
Criterion VI: Governance, Leadership & Management	Institutional vision, governance, financial planning.	Governing Council, structured feedback loops, annual performance dashboards, financial model with contingency fund.
Criterion VII: Institutional Values & Best Practices	Ethics, inclusivity, sustainability, best practices.	Inclusivity audits, green initiatives (solar, rainwater harvesting), ‘Vachan Sankalp’ and alumni peer mentoring as best practices.

### **Operationalization: Key Performance Indicators (KPIs) & Timeline**

- Year 1–3:
 

Constitute governance bodies, launch faculty development, upgrade classrooms, introduce an online repository, and enhance counseling enhancements.
- Year 4–7:
 

Implement blended curricula, launch industry-linked internships, create a research cell, and pilot alumni fundraising and placement drives.
- Year 8–15:
 

Scale digital systems, achieve financial sustainability, elevate research output, expand postgraduate and short-term certificate programs, and refine international linkages.

### **Key Performance Indicators -KPIs:**

- Admission, retention, and graduation rates
- Placement and internship statistics
- Number of research publications and projects
- Volume of alumni/donor funds
- Digital usage metrics (login, uploads)
- Stakeholder satisfaction indices

## **IDP and Autonomy Task Force (2024–2039)**

### **Mandate:**

To drive LRMC's vision for autonomous, inclusive, NEP-aligned education through strategic planning, policy design, infrastructure enhancement, academic innovation, and regulatory compliance.

### **1. Core Advisory Committee (Governance & Strategy)**

*Steers policy decisions, approves major initiatives, and ensures alignment with RSET's vision and UGC frameworks.*

<b>Designation</b>	<b>Role</b>
Chairperson (Trustee/Management)	Strategic lead and final approval authority
Principal & Member Secretary	Convener, execution lead, UGC liaison
RSET Nominee	Fundraising and long-term infrastructure strategy
Legal Advisor	Regulatory approvals, UGC compliance review
Chartered Accountant/Finance Expert	Budget planning, financial viability for autonomy

### **2. Academic and Curriculum Planning Committee**

*Redesigns academic offerings, NEP 2020 integration, outcome-based learning models, skill integration.*

<b>Designation</b>	<b>Role</b>
IQAC Coordinator	Documentation, continuous quality benchmarks
HOD - Commerce	Curriculum innovation and CBCS implementation
NEP Nodal Officer	Integration of NCrF, ABC, NSQF frameworks
Senior Faculty Member	Pedagogy & blended learning lead
Visiting Faculty (Industry Expert)	Industry relevance and internships planning

### 3. Student & Alumni Engagement Committee

*Promotes alumni support, mentoring, peer-led initiatives, and feedback systems.*

Designation	Role
Alumni Representative	Alumni Network & Career Mentorship Lead
Student Council Representative	Learner-centric curriculum and facilities input
Placement & Career Cell Coordinator	Skill-based education and employer engagement
NSS Coordinator	Community linkage and SDG-based programming

### 4. External Expert Advisors

*Bring academic, industry, and governance insight for high-level review and validation.*

Sector	Affiliation	Role
Academic Autonomy Advisor	Former Principal, Autonomous College	Strategic guidance on autonomy process
NAAC/NEP Expert	UGC/NAAC Peer Team Member	Evaluation framework and documentation advisor
Industry Partner	VP – HR, BFSI Firm	Curriculum co-design and placement ecosystem
ICT & Digital Learning Expert	EdTech Consultant	LMS, blended models, and digital campus solutions

## 5. Technical Secretariat

*Supports drafting, documentation, submission, logistics, and UGC communication.*

- IDP Drafting Coordinator
- Data Management & NAAC Documentation
- Website/Digital Update In-charge
- Liaison with University of Mumbai – Principal

## Pilot Initiatives (2024–2026)

### Phase 1 Implementation

#### 1. Blended Learning Modules (NEP-aligned)

Objective: Introduce hybrid (offline + online) learning in select B.Com/M.Com courses to promote learner flexibility and technology adoption.

Pilot Design:

Feature	Plan
Subjects Chosen	FYBCom Business Communication & MCom Strategic Management
Platform	Moodle LMS or Google Classroom (Phase 1), transitioning to a custom LMS
Content Creation	Recorded lectures, presentations, quizzes, and assignments
Faculty Involved	4 core subject teachers trained in instructional design
Evaluation	Mid-term feedback from students + quiz-based formative assessment

#### Outcome Metrics:

- Student engagement >70% (access + completion)
- 80% digital attendance vs physical



- Documented lesson plan and feedback for curriculum revision

## 2. Workshops for Academic Autonomy Readiness

Objective: Build internal capacity among teachers to design curriculum, conduct CBCS based assessments, and integrate ICT tools.

### Workshop Series:

Theme	Frequency	Lead
Outcome-Based Education (OBE)	One full-day session	External NAAC expert
NEP 2020 & Autonomy Orientation	Bi-annual	Academic consultant
Theme	Frequency	Lead
LMS & eContent Development	Monthly (handson)	In-house ICT team
Research Proposal & IP Orientation	One per semester	Visiting expert (Mumbai Univ. panel)

### Expected Outcomes:

- Minimum 10 trained faculty for autonomy phase
- Draft module/curriculum structures aligned with UGC LOCF
- One research paper or proposal initiated per department

## 3. Alumni Mentorship Program

Objective: Involve alumni in mentoring current students for career readiness, soft skills, internships, and start-up ideas.

Component	Description
Alumni Pool	Identify 15–20 alumni from 2015–2023 batches in BFSI, education, and government

Activities	Monthly career talks, mock interviews, resume reviews, peer panels
Mode	Mostly virtual (Google Meet), hybrid during Alumni Day
Documentation	Feedback forms, mentee reflections, mentor satisfaction reports

#### **Impact Targets:**

- 100+ students mentored in first year
- 3 industry/internship linkages created
- Alumni registered as guest faculty/resource persons for NEP framework

#### **Timeline Overview (FY 2024–25)**

Quarter	Initiative	Activity
Q1	Faculty Workshop	OBE + LMS tools
Q2	Blended Learning	Launch pilot subjects
Q3	Alumni Mentorship	Begin pairings & talks
Q4	Review & Scale	Analyze, publish results, plan phase 2

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