



**INSTITUTIONAL DEVELOPMENT PLAN
FOR
S.E.A. COLLEGE OF SCIENCE, COMMERCE AND ARTS,
(AUTONOMOUS)**



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1. PREAMBLE.

The World is experiencing the phase of ‘knowledge explosion’ and advancements in every branch of knowledge, be it Science, Technology, Humanities, Arts and Social Sciences are so rampant that ‘one needs to run fast to stay where one is’. Keeping abreast of the developments taking place across the world, the landscape of Higher Education in India is also transforming. The National Education Policy (NEP-2020), which is under implementation in a phased manner now, is an attempt at aligning these developments and thus intending to forge ahead in the 21st century to realise the objective of emerging as the leading ‘knowledge based economy’ in the field of Higher Education.

Such a goal could be reached only when the Higher Educational Institutions (HEIs) are run on global standards, elevating the quality of education to the international scale. Despite the fact that the NEP-2020 has envisaged many a novel idea such as integration with the Sustainable Development Goals (SDGs) of the United Nations, stepping up of the quality of teachers, introduction of liberal arts, conversion of single faculties into multidisciplinary and interdisciplinary units, formulation of National Credit Framework (NCF), setting up of Academic Bank of Credits (ABC) and shifting from graded accreditation to binary accreditation, the process requires HEIs to prepare themselves for the smooth transition. The signs are positive in terms of meeting the deadlines in crucial areas like Gross Enrolment Ratio (GER), which was just 9.0 per cent in Higher Education at the beginning of the plan, was targeted to reach 15 per cent by the end of Ninth Plan (1997-2002). It is heartening

to note that the Education Sector is marching towards achieving the target of 50 per cent by at least 2040, from the present level of 28 per cent.

In addition to increasing access to Higher Education, the concerns pertain to quality issues that need to be addressed on a priority basis. There is no doubt that the large number of upcoming Universities, IITs, IIMs, IIITs are the strong building blocks; but the edifice shall stand on firm footing. Hitherto, Higher Education of India was likened to be a ‘colossus with feet of clay’. This phenomenon shall disappear and the foundation need to be laid on a stronger terms, matching the standards of world class institutions. The journey appears to be impressive and positive as reflected in the 2025 QS Rankings. Indian HEIs have shined with radical glow by increasing their presence from just 11 in 2015 to 78 now. The brighter part of the story is that there are 7 Indian Institutions among the top in South Asian Continent. Indian HEIs could showcase the strength in ‘per faculty Research Publications’ and ‘Staff with Ph.D.’. The latest Rankings have highlighted the very impressive upward trajectory in higher education, across Asian Continent in particular and the World in general.

In order to deepen this drive, the UGC has, of late, brought out ‘Guidelines for preparing Institutional Development Plans (IDPs) by HEIs of the country. After all, ‘quality is a way of life and a message to others’. Every HEI needs to figure out and prepare its own Plan of Action (PoA) as to how it wishes to tread the path of development to stand apart and make a mark among the several HEIs of the country. It is against this background, an attempt has been made to prepare a Development Plan (IDP) for the S.E.A. College of Science, Commerce and Arts, Bengaluru, envisaging the key deliverables in a target period of a decade and half by 2040.

2. THE CONTEXT :

The Trust was established in 2000 and the S.E.A. College of Science, Commerce and Arts, has come into being in 2001, a year later. Having been in existence for over two decades and marching towards celebrating ‘Silver Jubilee’, it is appropriate to revisit the history of the Institution to record all the achievements and accomplishments, peep into the future, and set a roadmap of development with clear goals and targets. While the institution started thinking and formulating its future course of action, it occurred as a coincidence that the UGC directed the HEIs to prepare Institutional Development Plan and exhorted every HEI to view the matter as a top priority.

Secondly, the S.E.A. College of Science, Commerce and Arts has taken up the initiative to become Autonomous and step up the quality of education offered at the Institution. Based on its performance, UGC conferred Autonomy for a period of Five years with effect from the academic year 2025-26. With this added glory, the Institution felt it appropriate to envision the path of development for the coming years, and thus necessitating the preparation of a document of the present nature.

3. ABOUT THE INSTITUTION

S.E.A. College of Science, Commerce and Arts was established in the year 2001, by the S.E.A. Educational Trust with the noble intention of providing quality education to the community at large. Spread across 38 acres of land, the College provides academic excellence through 18 undergraduate Programmes and 13 PG Programmes, with 105 classrooms, 14 labs, 2

libraries with e-books and internet connectivity and a multipurpose auditorium that can accommodate approximately 2000 people and A/C Seminar Hall to conduct various cultural, academic and extra-curricular activities. The College which was started with 20 plus students in 2001, has grown exponentially and currently caters to about 2500 students, providing Education in emerging trends and technologies to facilitate the underprivileged and the needy to gain world class education, and enabling them to join the work force in the corporate world. The Institution is affiliated to the Bengaluru North University and follows NEP from the Academic year 2021-22. It takes pride in employing highly qualified teaching staff and many of them now are either Doctorates or MPhil degree holders and NET Qualified. The faculty are committed to imbibe moral and ethical values in students with their excellent academic skills and industry experience. Teachers of both genders actively participative in activities pertaining to IQAC, women empowerment cell, anti-ragging cell, internal complaints Committee, Grievance Redressal Cell and all other curricular, Co- Curricular and Extra Curricular activities. The College is already recognized under 2(f) of the UGC Act. It made application, of late, for recognition under 12(B) of the UGC Act.

4. VISION, MISSION AND OBJECTIVES

VISION

To be a dynamic learning institution providing intellectual, ethical and technical empowerment of human resource to meet the challenges of the future.

MISSION

To create a democratic academic atmosphere, through interactive learning experience, utilizing best resources for the young and energetic minds and promote value and quality based education for the overall development of young learners.

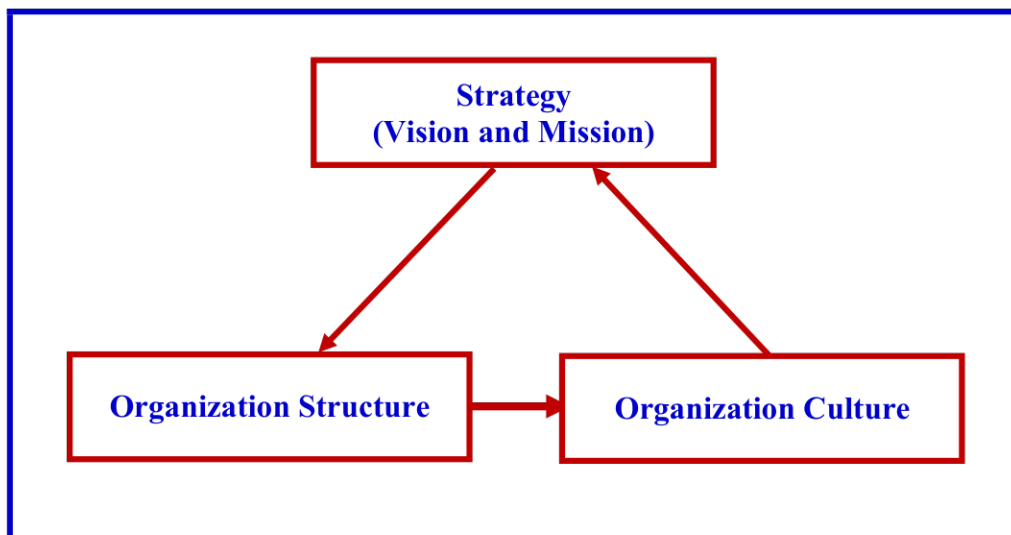
OBJECTIVES

- a) To provide excellent learning environment with Diversity and Inclusion.
- b) To promote a proactive environment for the students in personality development, integration of technology and skill enhancement.
- c) To encourage and nurture a safe and secure environment for women, physically challenged students, minorities and for students of other States and Nationalities.
- d) To provide state of the art creative Learning Experience with specific focus on shaping the young minds to be the role models in building New India.

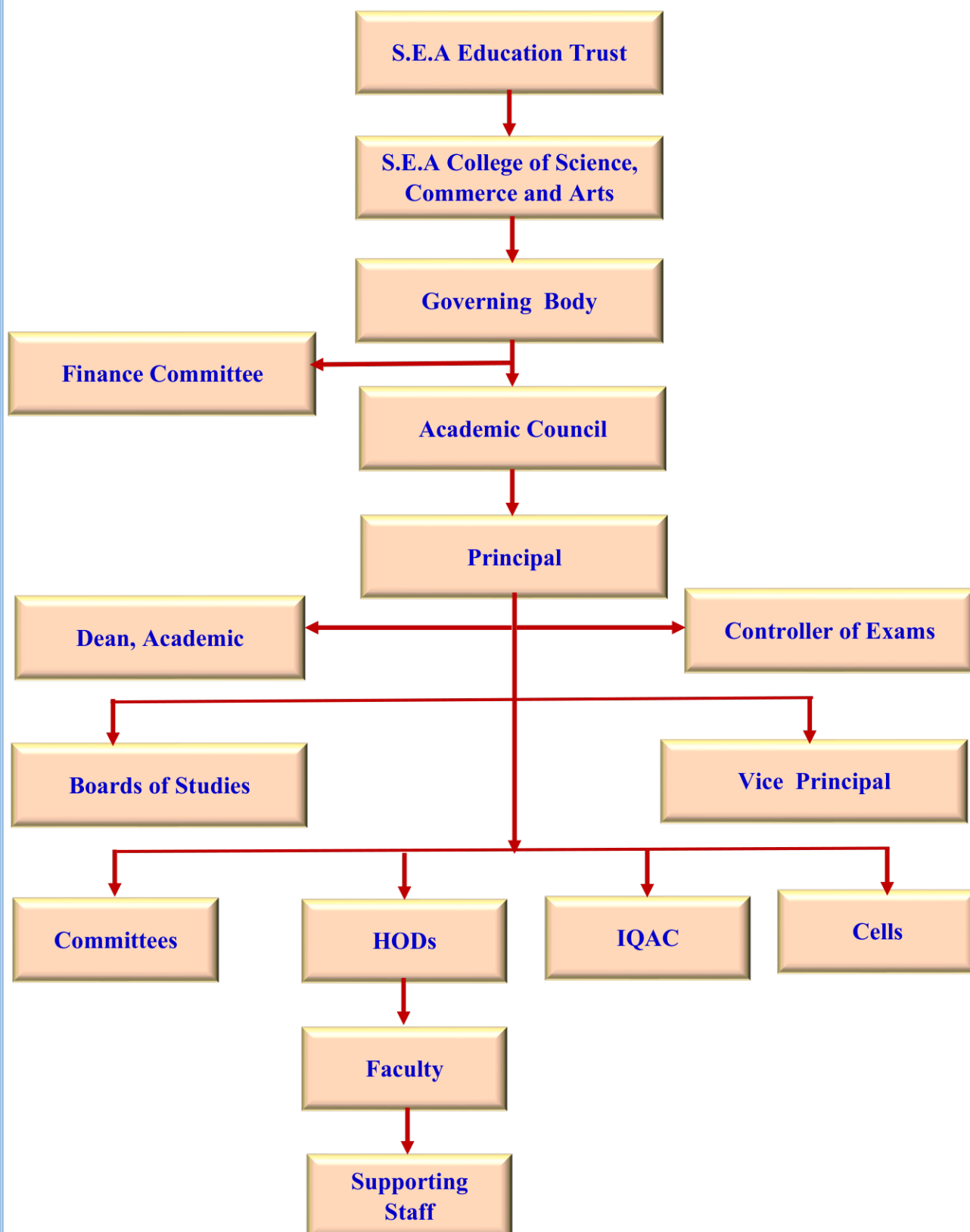
5. ORGANISATION STRUCTURE

In order to realise the Vision, Mission and Objectives, a suitable and effective organisation structure is to be created with clear demarcation of roles and responsibilities among diverse functionaries. In the Management discipline, there is a Principle that “Structure follows Strategy”; implying that organisation shall first decide on their Vision and Mission and then design a suitable structure to facilitate their execution. The nexus between

the strategy and structure, leading to the culmination of a culture of its own is depicted in the following Exhibit.



Finally, the efforts of the various functionaries of the organisation shall culminate into an 'Organization Culture', akin to its own and not emulative to others. The new structure of Autonomy is projected in the following organogram.



6. SWOC ANALYSIS

INSTITUTIONAL STRENGTHS:

- A sprawling campus with adequate physical infrastructure and Eco-Friendly environment.
- Flexibility to the students in choosing multidisciplinary and interdisciplinary courses offered by the group institutions within the same campus under one roof.
- Committed faculty with over a decade of teaching and Research Experience.
- Strict adherence to Academic schedules for implementing the quality of teaching and learning process.
- Proper feedback mechanism being in place.
- Clear organisation structure defining the roles and responsibilities.

INSTITUTIONAL WEAKNESSES:

- Lack of Consultancy and generation of revenue.
- Difficulty in maintaining proper data base of the students progressing to higher education.
- Inadequate mobilisation of resources, due to low fee structure.
- Lack of research projects and project funding.
- Limited number of Research Publications.

INSTITUTIONAL OPPORTUNITIES:

- Scope for establishment of a few incubation centres, which would promote the start-up culture.

- Attracting Foreign Students towards Programmes offered by the Institution.
- Getting admitted under 12(B) of the UGC for receiving financial assistance from UGC and other Central Government Ministries/ Departments.
- Installation of rooftop solar power generating panels and setting up solar grid due to the availability of sufficient land in the campus.
- Strengthening the research base in terms of encouraging faculty to secure PhDs, applying for projects and promoting tie up with industry.

INSTITUTIONAL CHALLENGES:

- Improving demand ratio in Arts, Humanities and Social Science programmes, in spite of best efforts.
- Stepping up the percentage of Placements above 80.
- Strengthening the College – Industry collaboration for the purpose of internships / Project works / placements.
- Maintaining Cadre – Ratio with senior faculty due to poor revenue generation and high attrition.
- Making the students qualify for jobs through public exams.

7. QUALITY ASSURANCE SYSTEM AND QUALITY POLICY

I. NAAC ACCREDITATION (CYCLE-1):

S.E.A. College of Science, Commerce and Arts was Assessed and Accredited (Cycle -1) by NAAC in 2018 and secured B grade with CGPA

2.30. The institution has submitted five AQARs for the Academic Years 2017-18 to 2021-22.

II. NAAC ACCREDITATION- (CYCLE-2)

NAAC assessment by the Peer Team in cycle-1 has made valuable suggestions and observations. It has helped the institution in recognizing its strengths and weaknesses. The College has accepted the recommendations of the first NAAC Peer team and put the best to comply with them. The College has fulfilled most of the recommendations of the NAAC PEER TEAM. An action oriented plan was designed as a first step for re- accreditation. The whole institution was geared up for the preparation of the Self Study Report (Cycle-2). SSR (Cycle -2) was submitted to NAAC in 2022-2023. SEA College was Assessed and Accredited in 2024 and got B++ grade with CGPA 2.79 in Cycle -2. College has submitted Annual Quality Assurance Report (AQAR) for the year 2023-2024 and the same is approved by the NAAC.

INTERNAL QUALITY ASSURANCE CELL

The NAAC has directed every institution to establish IQAC as a quality assurance measure. It is a significant body that pledges and ensures quality aspects. The prime responsibility of IQAC is to initiate, plan and supervise various academic, administrative, research, social outreach and extension activities to enhance the overall quality of the institution. Every institution needs to constantly focus on continuous improvement for its survival and

success and this can be easily accomplished by strictly adhering to quality initiatives in every aspect of the institution.

As per NAAC norms, a multidimensional committee of IQAC consisting of management representatives, teaching and nonteaching, Alumni, community representatives, Industrial experts was established in the year 2017 with huge thrust on Qualitative measures in every aspect of academic and administrative performance and holistic development of the students and render societal services. The main aim of the committee is to introduce and implement qualitative initiatives across the institutional operations to obtain academic excellence.

QUALITY POLICY

The quality policy of the College is to create student centric academic ambience that entertains and encourages skill infused learning. The sole aim is to provide quality education and produce industry fit graduates and job market ready manpower with good communication skills.

QUALITY POLICY COMPONENTS:

- **ACADEMIC EXCELLENCE:** Focus on academic excellence through student centric teaching and learning.
- **HOLISTIC DEVELOPMENT:** Provide quality education to help students develop holistically and to become well rounded learners.
- **SUPPORT SYSTEM:** Ensure student and faculty support system and timely adequate service and functioning.
- **GRIEVANCE REDRESSAL:** A transparent process for dealing with grievances pertaining to academic, examination, scholarship and a host of other grievances.

➤ **SOCIAL OUTREACH AND EXTENSION ACTIVITIES:**

Focus on community involvement and community collaborative activities and conducting awareness and sensitizing programmes through NSS, NCC and YRC. Group activities mould the character, working skills of the students and support the all-round development of the students and enhance their competency and confidence in facing challenges.

➤ **FACULTY DEVELOPMENT:** Focus on organizing seminars/webinars/workshops/symposium/conferences/faculty development programmes to update the knowledge of the faculty in their domain specific areas, upscale the skills and enhance a high degree of linguistic ability.

➤ **RESEARCH POLICY:** Encourage faculty to make intellectual contributions that align with the mission and that is useful to students, faculty, academicians and researchers and society.

➤ **QUALITY ASSURANCE SYSTEM:** Focus on continuous improvement of quality assurance and enhancement processes and maintain quality systems and procedures to evaluate the strengths and weaknesses to take necessary measures for improvement in various spheres.

➤ **INFRASTRUCTURE DEVELOPMENT:** Enhance the physical and digital infrastructural facilities by timely addition, renovation and maintenance.

➤ **FEEDBACK SYSTEM:** Ensure quality by taking feedback from students, employers and other stakeholders. The responses of all the stakeholders are included in decision making of the Management.

- **IDENTIFICATION OF AREAS OF IMPROVEMENT:** Identify areas of strength and those that need more attention.
- **CODE OF CONDUCT:** Focus on the code of conduct, rules and regulations that ensure discipline amongst the students, work ethics, and professionalism among the teaching and non – teaching staff.
- **SAFETY AND SECURITY:** Focus on safe and security of campus environment in such a way that it contributes to the well-being of all the stakeholders.

8. GOVERNANCE ENABLERS

SEA Education Trust was the dream of the Shri A. Krishnappaji, who championed the cause of lower strata of the society in the political arena of the State of Karnataka. He became a Minister of Government of Karnataka twice and held many important portfolios. It was his persistent endeavour that catalyzed the growth of the Trust and finally resulted in the establishment of various educational institutions from School level to that of Post-Graduation in the same campus. This essentially means that a kid who enters the primary school can go out as a matured citizen with a Masters Degree in his chosen discipline.

The Vision and Mission constitute the framework for any institution and also expected to be dynamic to incorporate the changing trends in education and economy. Proper Governance structure is the essential requirement for realising the vision, mission and objectives of the institution. It is integral to establishing the institution's values and culture. Governance is the key to ensure transparency, accountability and promote responsible self-management. The following can be termed the essential enablers for effective governance in any institution.

- To weld a comprehensive mesh of legislative, regulatory framework, financial accountability and control systems.
- To achieve the desired balance between autonomy and accountability.
- To align the modern management concepts and techniques and ensure potential fraud and mismanagement.
- To encourage effective stakeholder involvement and make them intertwined with the programs offered and culture of the institution.
- To modulate with the changing needs of the students.
- To integrate academic values of institutions with the expectations of the society to make it remain relevant and responsible. To also make it realise that the institution is not away from the people in the society and treat it as a sub system of the total.

In accordance to the NEP 2020, which was adopted by the Karnataka State, the administration of the College made significant changes in its curriculum, giving importance to inter-disciplinary courses and correspondingly the governance has undergone significant changes to cater to the needs of these curriculum changes. The Governing Body of the College in order to fulfill its mission and vision, has a perspective plan for excellence in academic and infrastructural development. This is drawn in the form of long term and short-term goals in different aspects of College functioning. The IQAC drafted the perspective plan and was approved by the Management. This plan envisions the future of the institution for five years and focuses on the following major areas.

- Introduction of new courses, curriculum development and strengthening.

- Strengthening of learning resources Student support and progression, E-Governance and Improving IT infrastructure and Industry and institutional collaborations.
- Promotion of research to improve teaching quality and faculty development.
- Organizing and conducting seminars, conferences and workshops and identification of best practices.

The execution of the plan is reviewed regularly by the Management, Principal and HODs. The College implements E-Governance in the areas of administration, finance, Accounts, Student Admissions and support services and in examination. Proper appraisal systems have been kept in place for both Teaching and Non Teaching staff to enable their growth in the career. The Institution has established a mechanism for conducting internal and external audits on the financial transactions every year to ensure financial compliance and discipline.

WHAT COULD BE CHANGED IN THE GOVERNANCE: While the College has shown tremendous growth with the existing governance system, in order to sustain or have a better orderly growth, it needs to revamp its administrative strategy. While it is being run by a family Trust, there is a need to introduce certain professionalism into the Governing Body. Academicians and administrators could be drafted into important roles to advise the Trust in the related matters. This would result in the amalgamation of diverse thoughts and help the institution. Also a Corpus fund can be set up for the institution so that the pressure on the Trust gets reduced, while the need for reinforcement of funds to the ever growing needs of the institution. It should ultimately lead to a self sustained model

of growth. Also, the financial and administrative Governance needs a better model of decentralization to help in better organized institution. While the administrative and financial autonomy make an institution independent and progressive, there must be a balance in these activities with adequate checks. While the Trust runs several institutions in the same campus, there is a pressing need for proper coordination among these in terms of exchange of ideas, courses, faculty. A special task force needs to be formed to oversee the implementation of the plan document discussed earlier. The real success of the plan depends on how sincerely it is implemented.

While achieving success is one aspect, sustaining the success is important for a long term growth. The IQAC team should take a proactive role in this aspect. Its role should not end with the preparation of documents required for statutory purposes, but ensure that the quality in both administration and teaching is maintained. It should also make sure that necessary knowledge update is provided for the faculty and administrative staff in achieving the set goals as per the vision document.

ACADEMIC AND ADMINISTRATIVE AUDIT [AAA]: Audit is considered an integral part of Governance. Every individual in the system is accountable for his/her actions. It is necessary to evaluate the quality of the academic programmes offered and the efficacy of administrative structures put in the place. AAA could be considered a report or review on the activities undertaken by the institution. It will promote academic and organisational rigour and serve as a catalyst to boost the performance of the academic and administrative wings and reach their maximum potential. As a matter of fact, the UGC, AICTE, and the NAAC have been advocating the need to institute a process of review of the quality assurance

mechanisms commissioned by them towards achieving desired performance. It shall also be possible to 'bench mark' the activities in terms of setting goals and targets for achievement. AAA can be considered a 'self appraisal exercise' meant to identify the strengths, weaknesses, opportunities and challenges [SWOC] of the institution. The exercise, if carried out annually, would help in promoting the quality of teaching-learning process[TLP] to a great extent. Coupled with the academic aspects, administrative setup also needs to be evaluated in terms of its role in facilitating academic accomplishments. If taken seriously, AAA would serve as a 'course correction' measure and help in the identification of practices that are congenial to the achievement of objectives and those that needed to be discontinued or discarded.

9. ACADEMIC PROGRAMS

The College offers undergraduate and post graduate programs in accordance to the regulations of the Bangalore North University to which it is affiliated. While the undergraduate courses encompass Science, Commerce and Humanities, the post-graduate programs are restricted to Commerce, Economics, English, Kannada, Social Work, Computer Science, Tourism and Computer Applications. The College also offers Undergraduate courses in special areas like Forensic Science, Aviation management, Clinical Nutrition and Dietetics. While the specialized courses attract students, the regular courses in many subjects do not enthuse the prospective students. The present pattern of curriculum for undergraduate courses is rather weird due to misconceived combinations. Few combinations are listed below to make them attractive.

- B.Sc. Botany, Zoology and Geology (Replace Geology with Chemistry)
- B.Sc. Psychology, Chemistry and Mathematics (Replace Mathematics with Criminology/Forensic Science)
- B.Sc. Forensic Science (Replace Mathematics with Psychology/Criminology).

A review of students opting for the courses with odd combination of subjects, strengthens the above argument. Since, the institution has become autonomous, it can try to implement the changes at the earliest. Keeping in view the latest trends in employment, combination of computer science with Artificial Intelligence, Data Science and Machine Learning could be thought off.

One of the significant changes that has occurred in the academic activities in the country during the last five years is the introduction of National Educational Policy (NEP) 2020. While many States have initiated implementation of the program, there are some States which do not want to have it due to various extraneous reasons. The NEP envisages a holistic development of students offering flexibility in the courses, the way they are learnt and also lot of provision for an interdisciplinary combination of courses. The program if implemented in the right earnest would do good for the growth of the learners.

10. BOARDS OF STUDIES

When the institution is affiliated to the University, then the academic programs, calendar and the course content is decided by the University and the institution just follows it. However, the autonomy brings in more responsibility in framing the syllabus, pattern of evaluation and other

matters related. In this context, it becomes imperative to take suggestions from experts in academia and industry in these matters. Boards of studies have to be formed for each of the subjects with a couple of experts from outside the institution. This would also facilitate interaction of the faculty with experts and thereby collaboration in academic matters can also be materialized. A representative from the industry is essential in the Board, to incorporate the market needs into the curriculum.

The Boards of studies can also make suggestions on the use of National Credit framework by the institution for specialized courses in advanced subjects for which the institution does not have expertise. This could be achieved by the students physically attending courses in certain recognized institutions or by online platforms like NPTEL or SWAYAM. These courses are generally offered by faculty from reputed institutions like IISc, IITs and NITs and give the students much needed broader perspective of the subject, rather than confining to the limits of the prescribed text books. Each semester, the students can be allowed to take a minimum of one such course. The evaluation process in these courses is rigorous and the grades given are highly valued.

Added to the regular courses prescribed by the Board, it can also suggest certain skill development courses to enhance the employability of the student and also to impart practical knowledge in the subjects of study. These skill development courses can be organized by the College or it can utilize the organizations which offer such programs in the ON CAMPUS mode. These courses could be on practical applications of the subjects, entrepreneurship skills, etc. One of the lacunae in our education system is the missing of Life skills in the curriculum. Hence a separate program to impart these skills will be a much needed addition to the regular programs.

It may be noted in this regard that the UGC has issued Guidelines for the introduction of Skill-based courses and Micro-Credentials in HEIs and SOP for Implementations on 5th November, 2024. It is envisaged that these courses provide an avenue for the continuous professional development and personal growth, thereby fostering a mind set of adaptability and curiosity. They enable the students to gain exposure to different subjects, helping them identify their areas of interest or passion before pursuing further education or career choices. Understanding skill-based courses has the potential to increase productivity at work, thereby supporting economic growth through a qualified work force. This is an imminent requirement to India at a time, when it is aiming to grow as a 5 Trillion economy and emerge as the third largest country in terms of Gross Domestic Product (GDP).

There is an opportunity to every Institution that these skill-based courses can be offered as part of their UG and PG Programmes, aligning the same with either National Higher Education Qualification Framework (NHEQF) or the National Skill Qualification Framework (NSQF), as approved by the highest academic body of the Institution. If not, the HEIs have the freedom to offer Skill based Courses as Standalone additional Courses with Credits, over and above the approved curricula. These courses, being embedded with National Credit Framework (NCrF) ensure that the students gain credits across academic skill and experiential domains, creating pathways for seamless learning and career progression. It is hoped that this transformative initiative would help bridge the gap between academia and industry. Therefore, it is recommended that the S.E.A. College of Science, Commerce and Arts take cue from this Philosophy and direct the respective BOS to integrate the given curriculum with the skill based content.

11.TEACHING LEARNING PROCESS

The institution is undertaking different student centric learning methods to enhance their learning ability. These include seminars, mini projects, paper presentations, industrial visits and quiz. The College emphasizes experiential learning and has created student-centered learning programs. Practical exposure is provided through lab activities, hands on experience and self-directed learning. Individual and group learning are encouraged through Group Discussion, Individual and Group Presentations, Group Assignments, and students are made part of planning, participation and execution of group activities. Students are encouraged to be interactive in the classroom through discussions. Students are motivated to participate in quiz competitions, paper presentations, online certification courses through SWAYAM. Classrooms are provided with projector and internet facilities to enhance the knowledge of the students. Students are encouraged to participate in group discussions, role play and also enhance their abilities by providing field works and technology based training. To enhance and upgrade the quality of education, the institution uses ICT enabled teaching and learning processes, in addition to the traditional classroom methods. Efforts are being made by the institute to provide e-learning atmosphere in the classroom. The College has a transparent and robust mechanism in respect of implementation of Internal and External examination systems. The College has started implementing 20:80 model with effect from the Academic year 2024-25. Prior to this, 40:60 model for UG programs and 30:70 model for PG programs were in vogue. The grievances pertaining to the IA tests are handled at the College level. Those relating to Semester End exam are sorted out by the University. Now that the College became

Autonomous, a suitable mechanism needs to be created to address the grievances of the students. The College is following the Outcome Based Education (OBE) and consequently developed POs, PSOs and Cos. Attainment mapping is also done regularly for taking suitable corrective action.

Considering the requirements of Employability skills, the pattern of examination and evaluation needs to change from the presently followed conventional methods. The evaluation methods should test the analytical skills of the students rather than typical textbook type of questions and answers. How the student uses his subject knowledge in real time issues is the need of the hour. Hence, while framing the question papers, the examiners should emphasize more on application orientation which tests the analytical skills of the students. Problem solving assignments are the hallmark of any premier institution, which requires the quality time from the faculty member. This issue is discussed in more detail in the Exams and Evaluation section.

Secondly, regular quiz competitions and assignments will bring out the latent talent of the student. All these should be considered for the internal assessment of the student. One of the most important aspect that needs attention is improving the communication skills of the students. Most of the students, though score high grades in examinations, often fare badly in personal interviews. In order to address this problem, it is recommended to have special clubs for different subjects, wherein, the students can discuss the topics of current interest which enhances both the knowledge and communication skills of the students. In addition, the College should offer a Value Added course in “Communicative Skills” across all disciplines.

While traditional courses are required as core courses to obtain certain level of competence in a particular discipline, it has become mandatory in the current situation across the globe that the student acquires multi-disciplinary knowledge to deal with the diverse problems in the industry. Hence, a diverse portfolio of courses is to be made available to the student and the teachers should be competent enough to teach them effectively. Added to the class room teaching, the curriculum should also emphasize on the ONLINE courses available through different sources across the world. This not only adds to the technical knowledge of the student, but also exposes him to different methods of teaching. More number of Laboratory courses need to be introduced to give the student a practical exposure to what is taught in the classroom. The College should constitute a Team of experts to examine the existing labs and suggest the kind of equipment to meet the curriculum and consultancy requirements.

EMPLOYABILITY SKILLS:

One of the main concerns of the industry is that the graduates coming out of the Universities do not have employability skills and they need additional training before they are actually made use of in the industry. However, it is also true that the present day educational system is diversified and the employability skills required for each industry are so diverse that no student can possess all of them. In view of this, each student has to acquire certain minimum skills which are useful to a large number of industries. These include Communication skills, Coding skills, Human Resource Management, Digital literacy, Financial and Legal literacy, Analytical thinking, Decision making, etc. Hence, provision has to be made in the regular curriculum to include these subjects and should be

made mandatory for the student to study these courses. Additional skills for specific domain may be acquired by the individual student beyond curriculum. The eco system in the College should provide proper competitiveness among students. Establishment of a separate **Skill Development Center** in the campus would go in a long way in addressing this issue.

HOLISTIC APPROACH: The National Educational Policy envisages a holistic approach in imparting education to the student. Other than the core subject in which the student is pursuing education, he/she needs to be exposed to other general subjects and also should be able to seek knowledge in the subjects of his interest. This often is termed as major and minor subjects of study in several institutions and this should be the universal trend. There are several reasons why a person can not pursue studies in subjects of his interest. In such cases, offering a minor program would facilitate comfort to the student. He not only pursues courses of his interest, but also gets credit for it in the form of a certificate. Technically speaking, this would also develop the student to be a seeker of interdisciplinary courses, which is the need of the hour. In addition to the Indian languages, it will be prudent, if a couple of international languages are taught to students as additional courses, using guest faculty or authorized agencies. It is not difficult to find people with expertise in more than one foreign language. This additional skill will help students in a long way while pursuing their careers. Similarly, faculty from other institutions with whom S.E.A. College signed MoUs should be invited to spend a semester in the campus and teach a course to the students. This would help both the students and faculty by exposing them to a different style of teaching.

However, all these initiatives need extra efforts from the administration and certain degree of freedom to academic bodies to come out of routine Teaching and Learning methodologies followed.

QUALITY ASSURANCE IN TEACHING METHODOLOGIES: One of the main reasons for the deterioration of educational standards is the lack of a proper attention to ensure quality in the teaching methodologies. It is often seen that in many courses, the notes prepared is not updated and the teaching is also not updated. This leads to monotony in the process and the teacher becomes lethargic. Secondly, the evaluation system needs innovation to generate interest in students and also sharpen their minds. However, it is seen in many universities, and BNU is no exception, that the questions are mundane and oft repeated and predictable. This is directly related to the interest of the faculty in the teaching process. With the academic autonomy acquired recently, the institution can entrust the responsibility to a separate Cell to be constituted exclusively for this purpose. Setting up a analytical question paper or Assignment needs proper knowledge on the subject, time and resources. A brain storming session among faculty with experts invited from other reputed institutions will help in this regard.

Faculty should be encouraged to organize/attend Faculty Development Programs and workshops related not just to subjects but to teaching methodologies also. It may not be irrelevant to mention here that the large number of students in each section is one of the main reason for the deterioration of quality in teaching and learning process. This overburdens the teacher to make a fair and judicious assessment of the assignments and answer scripts due to tighter time schedules. This could be circumvented

by introducing the concept of ‘teaching assistants/tutors’, who could be entrusted with such chores.

12. RESEARCH AND INNOVATION

Research and Teaching are two important branches in deciding the quality of the academic institution. It is well documented that an institution which is strong in research will succeed in imparting good quality teaching. Many renowned institutions across globe attained their glory in academics due to their strong research base. Indian Universities which once received acclaim due to the fundamental research, could not continue the path, when innovation and application of science are the yardsticks. This has been one of the major complaints of Indian Industry that the Indian academics have not contributed to the growth of Indian Industry. On the other hand, the scientific fraternity rues the lack of funding support from the Indian industry. But one thing is certain, that the number of innovations in terms of useful IPRs generated and contributed to the industrial products is negligible in our country. Let us look into the reasons. The basic reason is the large number of doctorates coming out of Universities and adding to the unemployment. Why do these people register for Ph.D. program? Because, getting a Doctoral degree is easy and the requirements are not very stringent and even a mediocre research can fetch a degree. Ultimately, these doctoral degree holders compete for jobs for which the basic qualification required is not even a graduation. On the other hand some of them get into teaching profession as guest teachers or contract teachers, with a salary less than that of a Junior Research Fellow of DST or UGC. That is the pathetic situation across the country. The root cause for all these is the UGC rules which prescribe a mere two publications in the UGC

CARE listed journals as the requirement for submission of doctoral thesis and most of the examiners of the thesis do not take the job seriously enough to make a worthwhile comment on the thesis. It is worth mentioning that in the recent times, the UGC has removed this minimum requirement of two publications also. Now it is upto the individual institutions to maintain the standards of their degrees. Added to this, the UGC has totally removed the CARE list of journals and thereby added more confusion to researchers in certain subjects.

In order to qualify as a better institution, irrespective of UGC guidelines, should enforce strict rules for its academic programs, including research. Unless the students publish in high impact journals as decided by international organizations like Thomson Reuters, Scopus and Elsevier, they should not get permission to submit the thesis. The evaluators of the doctoral thesis should be chosen from meritorious institutions. Periodic evaluation of the research work by the doctoral committee should be done to ensure quality of research. Doctoral discussions are a regular feature in USA Universities.

In the context of S.E.A. College, where the research is at its infant state, a great lot of effort needs to be put to ensure that the institution is recognised as a center of research, even at national level. Majority of the faculty, do not have doctoral degree. Though some of them have registered for the Ph.D. degree from other institutions, serious efforts are missing to do quality research. Secondly, any institution should have its own research students to reverberate the research environment in the campus. At least in the recognized subjects, the faculty should be allowed to register for their doctoral degree and along with them a stream of regular students should

also be admitted. However, this is not an easy task, given the lack of funding for research. Also the institution should look at Alumni, philanthropists and industries for funding to establish research centers. Another important step should be to incentivize the faculty who contribute to research through their publications and research grants. This will lead to competitiveness among the faculty for better research.

The Government funding agencies at central level, these days look at industry collaborated research for funding. This means that basic research in science and engineering takes a back seat and it is more application oriented with specific deliverable output that could be commercialized. Hence the institution has to fund the faculty for basic research and in case of applied research this funding should help in proving the concepts. Then only the faculty can apply for major funding from other agencies. This needs to be done with open mind and as many faculty as possible need to be given **seed money to start research activity**.

SEA Institutions has a good talent pool among students and faculty in terms of innovative ideas. However, these talents are not converted into creative products and hence there is a strong need to direct these talents in proper direction and consolidating their efforts in terms of patents. This could be done by having a focused Intellectual Property Cell in the campus and manned by a team of people who have knowledge of the patenting process and other requirements. This would help in making SEA known to external world in terms of what is the real inherent capacity apart from teaching.

START UP CULTURE – OUT OF BOX SOLUTIONS: One of the primary responsibilities of a modern institution is, apart from academics,

training its students to become entrepreneurs and start their own industries. But this needs a separate and focused training in all aspects related to business. So, the institution **should have an incubation centre**, where the start ups are nurtured till they establish themselves as commercially viable entities. Trained personnel have to be appointed for the purpose and the environment needs to be properly established. The established practices in the institution in terms of rules and regulations need to be modified to suit the present day requirement and some out of box solutions need to be thought of. The laboratories could be thrown open to the incubated companies for the purpose of research and the faculty need to play a proactive role in the start up ventures.

COLLABORATIONS WITH OTHER INSTITUTIONS: An academic institution can not survive in this competitive world by being alone. It has to collaborate with other well known institutions to further its research talents. Collaborative projects with Institutions of Excellence will broaden the outlook of students and faculty and also give the institution an exposure and recognition. This would also pave the way for internships to students in those institutions and the students of the institution can get exposed to and also work with talented learners in other institutions. Another advantage that these collaborations offer is the use of infrastructure like library and laboratories of the collaborating institutions. It also helps in bringing the experts from other institutions to participate in the academic programs and also execution of collaborative research projects. This would have a direct impact on the quality of research publications which would be beneficial to the University in improving its credibility for any accreditation process and also enhance the brand image. SEA College can

utilize the collaboration to improve the quality of teachers and students by organizing faculty development programs, workshops and conferences. Most importantly, such collaborations will expose the faculty and students of the institution to the external world in a better way, than remaining dormant and feeling elated at not so impressive achievements. It is heartening to note that the College has revived the practice of publishing the Newsletter since the beginning of January 2024 on a Monthly basis and hosting the same on its website. This practice should be continued with innovative features from time to time.

13. HUMAN RESOURCES AND SUPPORTIVE ENABLERS

The College recognizes that its greatest strength lies in the Human Resource Development. By fostering a culture of continuous professional development and skill enhancement the institution is committed to capacity building and knowledge creation. It aims to create a dynamic and inclusive environment to empower its faculty, staff and students for continued excellence in their respective fields. To fulfill the objectives stated above the College enlists the following measures:

STUDENT AND LEARNER EMPOWERMENT: HOLISTIC ADMISSION, INCLUSIVITY AND COMPREHENSIVE SUPPORT SYSTEM

In order to attract students, wide publicity to the admission process is done through advertisements in newspapers. A detailed Prospectus is published with a list of programmes and courses along with fee structure. Students are selected for admission to various courses on the basis of merit cum

reservation norms laid down by the Government of Karnataka. Transparency in admission process is maintained.

The College should implement the following the measures to ensure quality of Human Resources.

- The College ensures equity to different sections of the society, low income groups, rural students and differently abled students.
- Bridge courses shall be conducted at the beginning of the academic year for the needy.
- Students shall be thoroughly oriented on various aspects of the institution such as curriculum, syllabus, Reading materials, infrastructure – physical and digital, library, sports, games, extracurricular activities, social outreach and extension activities.
- Student support services such as scholarships, academic advice, mentorship, tutoring programs and robust career counseling shall be provided.
- The institution shall strengthen the existing admission and leverage the diversity and inclusion.
- The College shall conduct targeted outreach programmes to underrepresented regions, communities, and economically weaker sections, promoting awareness about College admission policies and scholarships.
- The College shall sincerely endeavor to augment endowment of scholarships to support economically disadvantaged and marginalized students.
- The College shall strengthen the Mentor-Mentee programme as per UGC guidelines.

- The College shall develop internship and job focused counseling strategies by hiring career advisors to pilot the initiative.
- The College shall implement a system where leadership skills shall be considered to enable involvement of students in team building.
- The College shall identify and reach out to Alumni to mentor students and continuously improve the mentorship programme by addressing gaps and ensuring alignment with student's academic and professional goals.
- The College shall rope in resource persons of repute and organize workshops on interdisciplinary career paths, resume building and networking.
- In the long run the College shall build a well established career counseling infrastructure that continuously adapts to industry changes and helps students to transit smoothly into workforce.
- The College shall assess student profiles and identify potential candidates who excel in both academics and extracurricular activities, while also promoting diversity.

COMPETENCY-BASED FACULTY RECRUITMENT AND RESPONSIBILITIES.

RECRUITMENT POLICIES: The recruitment policies of any organization need to be expressed in unequivocal terms and they should be understood by everyone. Rules, Regulations and Guidelines of the Regulatory bodies including the affiliating University direct the policy specification to a great extent. While it is known that the Recruitment

process is guided by these provisions, the internal matters also need to be detailed, so as not to commit any error.

To appoint faculty on invitation, the University Grants Commission [UGC] has laid down clear guidelines for the appointment of eminent persons as Professor (Emeritus), Adjunct faculty, Visiting Faculty and as Professor of Practice. The last one is a new initiative of the UGC, suggesting the Higher Educational Institutions to go for recruitment of practitioners in the discipline concerned as Professors of Practice to combine the theory and practice. The UGC has identified the following three objectives resulting from this initiative:

- To develop courses and curriculum to meet the industry and societal needs and enable the HEIs to work with industry experts on joint research projects and consultancy services which will be mutually beneficial;
- To bring in distinguished experts from various fields such as engineering, science, technology, entrepreneurship, management, chartered accountancy (CA), commerce, social sciences, media, literature, fine arts, civil services, armed forces, legal profession and public administration into the academic institutions;
- To enable the higher education institutions to formally associate with persons of eminence and encourage them to participate in experiential learning, research, training, skilling, entrepreneurship and extension and to play mentoring roles.

The faculty vacancies as per the requirement, are filled through a notification in newspapers. The applications are scrutinized and shortlisted according to the eligibility criteria. The institution follows the regulations of UGC in respect of minimum qualifications for recruitment. The

candidates are selected by initially screening, followed by interviews by experts and demonstration of teaching capabilities. Recruitment process aligns with the academic standards, educational qualifications, research experience and other criteria mandated by the regulatory bodies like UGC and AICTE and the institution's Vision and Mission. The institution shall:

- Strengthen the Human Resource process that facilitates real- time communication between Employers and prospective Employees.
- Ensure quick and unbiased short listing based on required competencies and qualifications and provide clear communication to applicants at every stage of the recruitment process with real-time updates.
- Develop personalized features that provide tailored advice to candidates based on their qualifications and application progress.
- Ensure and entrust the recruitment committee to respond to common queries and provide instant responses.
- Create a holistic recruitment talent management system that can help employees and employers at large.
- Strengthen the rotation system, where faculty members periodically switch roles in committees allowing for equitable distribution of responsibilities.
- Encourage faculty members to take on roles that align with their professional growth and leadership development goals.

FACULTY EMPOWERMENT

The Faculty of the institution play a pivotal role in shaping the students' academic and holistic development. With the implementation of the National Education Policy (NEP) 2020 and the Undergraduate

Curriculum Frame work (UGCF) 2022, the College emphasizes enhancing faculty skills, promoting multi-disciplinary research and fostering industry-academia collaborations. As workforce and educational demands evolve, the College should prioritize faculty up skilling to meet the modern pedagogical demands and research standards.

- The newly recruited faculty members shall receive comprehensive orientation regarding the institution's culture, academic programmes and policies in the induction programme for faculty. An orientation for about a week may be provided to each new recruitee about the College, educational environment and diverse teaching methodologies.
- The new faculty shall be familiarized with departmental expectations and research opportunities, and ensuring compliance with regulatory and institutional guidelines.
- The College shall organize workshops and training programmes to enhance teaching methodologies, research capabilities and digital proficiency.
- The College shall encourage faculty to attend professional and development programs and provide necessary support for the same.
- The College shall promote cross- departmental collaboration by encouraging faculty to participate in inter –disciplinary \ multi-disciplinary projects and research initiatives.
- The College shall channelize a small portion of its revenue to fund for faculty empowerment to enhance academic prowess and innovation.
- Encourage faculty to take part in industry –led projects, internships and consultancy work, helping bridge gap between academic knowledge and professional practice.

- Implement faculty mentorship programs where senior faculty guide junior staff on research methodologies and publication.
- Establish a system for lifelong learning where faculty regularly undergo advanced training, certification and skilling programs to stay updated on global trends and advancements in education technology.
- Train faculty on leadership roles.

RECRUITMENT AND CAREER ADVANCEMENT FOR NON-TEACHING STAFF

Non-teaching staff of the institution are vital to its functioning. They play a crucial role in administration, support services and over all institutional operations. The institution shall clearly define job roles and competencies for Non-Teaching positions to recruit candidates with the right skills and qualifications. The institution shall initiate efforts to promote diversity in recruitment by reaching out to underrepresented sections to ensure inclusive hiring practices. The College can take measures to enhance their skills and professional development to ensure smooth operation of academic and administrative activities. In view of the growing complexity of educational administration, there is a need to up skill non-teaching personnel in areas such as digital literacy, communication and the implementation of new government regulations. The institution shall conduct skill enhancement workshops for non-teaching staff at fairly regular intervals.

HOLISTIC WELLNESS AND ENGAGEMENT FRAMEWORK

The institution shall devise a well defined feasible and viable mechanism to address issues related to work-life balance, mental health and stress management. The institution shall:

- Organize workshops to create awareness on stress management, mental health and emotional quotient.
- Promote gender sensitization and awareness through Gender Sensitization Committees.
- Expand virtual wellness sessions such as meditation and stress management workshops to address holistic wellbeing.
- Form pilot peer support groups for faculty and Non-Teaching staff to facilitate informal discussions on workplace challenges and mental health.
- Regularly assess and improve the Grievance Redressal mechanism based on faculty and non-teaching staff feedback.
- Institutionalize peer support networks with dedicated coordinators to foster an enabling environment.

14.OUTCOME BASED EDUCATION

At the turn of the last century, there had been a special focus on new methodology of designing and offering Curriculum. Instead of focusing much on the teaching methods, attention is now shifted towards outcomes. Countries like Australia, UK, USA, Malaysia have started adopting these models. Among the various methods, the model developed by an educational psychologist, Benjamin Bloom (in 1956) of USA has become more popular. The same is adopted in Indian HEIs also to a large extent. The core of the concept is that it classifies learning objectives into different levels of thinking and also combines diverse skill sets that include basic

skills, life skills, intellectual skills, professional skills and interpersonal skills.

Outcome-Based Education (OBE) is an approach that aligns educational practices with specific learning outcomes, emphasizing a student-centered experience. Following the National Education Policy (NEP) 2020, institutions are increasingly adopting OBE by focusing on Programme Outcomes (POs) and Course Outcomes (COs).

KEY COMPONENTS OF OBE:

IDENTIFICATION OF POs AND COs: POs define the overall skills and competencies expected from students at program completion, while COs specify the knowledge and skills targeted in individual courses.

COMMUNICATION: Regular communication of POs and COs helps students understand their educational goals, fostering ownership of their learning journey.

CUSTOMIZATION OF INSTRUCTIONAL RESOURCES: Faculty customize resources to match identified learning outcomes, ensuring relevance to students' objectives.

DIVERSE TEACHING METHODOLOGIES: A variety of teaching methods, including interactive lectures, project-based learning, and flipped classrooms, cater to different learning styles and enhance engagement.

EVALUATION AND ASSESSMENT: Continuous assessments provide ongoing feedback on student progress regarding POs and COs through quizzes, presentations, and peer evaluations.

SKILL DEVELOPMENT PROGRAMS: Institutions offer programs addressing industry needs, such as workshops and internships, to improve student employability.

USE OF ICT: Information and Communication Technology enhances learning experiences via online platforms, educational software, and simulations.

VALUE-ADDED COURSES: Additional courses and programs aim to supplement core content and facilitate holistic student development through skills. The following aspects are taken into account while designing the Programme outcomes, Specific Outcomes and Course Outcomes.

- Domain knowledge required for the Programme
- Key Concepts and Pedagogy
- Problem analysis
- Design / development of solutions
- Conduct investigations of complex problems
- Usage of Modern tools
- Societal Engagement as part of Curriculum
- Environment and sustainability
- Ethics and Human Values
- Individual and team work
- Communication Skills
- Project management and finance
- Life-long learning.

Course Outcomes (COs) written for each course in every program shall be prepared after discussion amongst the course instructors and course coordinators. The COs should be kept in the course file of individual faculty. The COs form the basis for achieving the POs/PSOs and Mission and Vision of the Institute. A brief description on defining a CO is: Course

instructor defines the course outcomes using Bloom's Taxonomy and discusses with the course coordinator. The Department Committee reviews the Course Outcomes (COs). The COs are agreed upon by the faculty of the program and should drive towards the POs and PSOs. Each Course Outcome is finally mapped to the Program Outcomes in terms of relevance. It is advisable to design an appropriate mix of traditional and modern methods of teaching with a focus on the use of technology. Activities to support the overall development of the students like sports, music, dance, painting, theatre arts must be integrated with the core curriculum. At the end, the entire process needs to be made learner-centric.

POs, PSOs AND COs ATTAINMENT:

The second crucial part of the OBE model is the computation of attainment of targeted outcomes. Usually, the process begins with the course outcomes. The course outcomes are mapped to the program outcomes which are used to provide the quantitative measurement of how well the program outcomes are achieved. The performance of the students in the examinations during the semester in each course is used to compute the level of attainment of the POs and PSOs through the mapping of questions to COs and COs to POs and PSOs. CO Attainment Assessment methods include direct and indirect methods. The process of course outcome assessment by the direct method is based on internal examination, semester-end examinations, and quizzes. Each question in internal/end semester examination/assignment/quiz is tagged to the corresponding CO and the overall attainment of that CO is based on the average mark set as target for final attainment.

Regarding the computation of attainments, each Institution has to prepare its own framework, with a clear fixation of the level of attainment. This could be in percentages, grades, alphabets, etc., and therefore , it is suggested to come out with a model of assessment, after thorough deliberation among faculty.

15. EXAMINATION AND EVALUATION

Exams and Evaluation are the two important nerve centers of an Autonomous institution. In an affiliated system, the affiliating University holds the responsibility for conduct of exams, evaluation of answer scripts and declaration of results. Being an Autonomous Institution, the S.E.A College of Science, Commerce and Arts has to gear up its system to hold these additional responsibilities. As per the guidelines of UGC, the College has to establish the office of Controller of Examinations, appoint a controller, a Deputy Controller and a few Assistants and the supporting staff. Suitable office space and equipment are to be provided to ensure effective functioning of the system. The efficiency with which this office is run, adds name and fame to the institution. Any negligence may lead to damaging the interests of the students and their ultimate careers. Therefore, utmost care is to be bestowed in appointing the staff and compensating them commensurate with their responsibilities.

While there are greater Responsibilities in hiving out this function from the university, there is also ample scope for introducing major reforms that strengthen the quality of education. The few significant areas of concern in this regard are:

- Question paper setting
- Conduct of examinations

- Evaluation of Answer Scripts
- Declaration of Results and Issue of Marks Cards
- Grievance Redressal

QUESTION PAPER SETTING: Usually the concerned Boards of Studies make recommendations as to the process to be followed for setting a Question paper and the style / model under which the same is to be issued. The Office of Controller has nothing to do with this process but it has to identify the subject expert who can set papers as per the guidelines suggested by the BOS concerned. The decision in this regard is to issue papers online or in hard copies to the students. In future, question papers may be displayed on the Smart Board fixed in the Exam Hall. Now that classrooms are equipped with projectors and screens, in future every classroom may be fixed with a smart board with Internet connection. In that kind of a situation there will be no need to print any hard copies. The question paper relevant to the examinees present in the hall will be displayed. The other model could be when the students are allowed and competent to take exam online, Laptops can be permitted into the exam with adequate precautions and question paper through email or website will be made available. Many such innovations can be tried to make the system creative, foolproof and efficient.

CONDUCT OF EXAMINATIONS: In case of choice-based credit system (CBCS), there will be two components of evaluation, viz, Continuous Internal Evaluation (CIE) and Term End (TE) Evaluation. Usually, the internal component of evaluation is taken care of by the departments and Marks are forwarded to the CE office for Aggregation and

incorporation in the Marks cards. The CE Office can take up this task also provided it has the necessary manpower. Regarding the conduct of term end examination, it has to appoint Chief Superintendent and Invigilators in consultation with the Principal. The crucial responsibility of the Controller is to take all necessary measures to conduct the exams in a foolproof manner, without scope for malpractices. Now-a-days, exams are conducted under CCTV surveillance. Under this system, it is adequate to arrange for monitoring the panels and detect any deviation.

Educational institutions in the West are moving towards a new system called 'Exam on Demand'. There will be no fixed time table and as and when the student is ready, he/she will be given the exam. Now that such experiments are happening on the online platforms, individually. One may have to design such systems for a group of students at a time. 'Proctored Exams' also have been done in these days. In the years to come, fixed time tables and fixed places may get replaced with newer systems with the refinement of existing technology. Yet another model tried in the recent past has been the 'Open Book System'; where the student can take the assistance of the Textbook and answer the paper. Somehow, this model did not become popular in the Indian Higher Educational Institutions (HEIs). Yet, it could be a matter of academic interest to initiate study into the reasons for its non-popularity among the students and make the system more robust.

EVALUATION OF ANSWER SCRIPTS: The Present system followed by many is the evaluation in physical form. Some technology driven institutions are adopting online evaluation model with a stated procedure. The S.E.A College can follow the existing procedure for some time and

can think of newer methods later. Appointment of Chief Custodian, Additional Custodians and Examiners can be done following a standard procedure. Few things that can be cared for are: 1) Fixing eligibility for an examiner 2) Following the timings of valuation strictly 3) Having a proper scheme of valuation. These will be helpful to reduce the grievances of the students.

DECLARATION OF RESULTS AND ISSUE OF MARKS CARDS:

The College has to prepare an Exam Time Table incorporating all the dates from the beginning and Completion of each task. It is necessary to implement the schedules with strict adherence. Since the Degree is awarded by the university, the College has to follow the “classification rules” of the University and accordingly declare the results. It shall also follow the guidelines of the University for the issue of the Marks cards and follow all the security features as implemented by the university. In this regard, the College has to ensure highest confidentiality in the entire process. A decision is to be taken whether to process the results in house or to outsource this activity. In the event of being done internally, confidentiality and security of people and equipment need to be ensured properly. It is well known that the success or failure of the status of Autonomy depends on this crucial activity. Hence, every care needs to be taken.

GRIEVANCE REDRESSAL: The Exam system designed and run on whatever pattern needs to be transparent and accountable. The system should respond to the grievances brought to the notice by the students. A clear procedure needs to be evolved and codified and brought to the notice

of the students. Though Recounting, personal verification and Re-evaluation are followed to redress the grievances, focus could be laid on still simpler and less costly methods. There must also be a separate committee constituted to deal with the cases of malpractice in a time-bound manner. The UGC suggests the HEIs to appoint an ‘ombudsperson’ to deal with grievances of not only students; but also, of other stakeholders. The College should take measures to appoint such a person immediately. Introducing a system of dealing with the grievances online can also be thought of to make the things more transparent and accountable.

16.ACADEMIC BANK OF CREDITS (ABC)

One of the important aspects of NEP 2020 is that the student who enrolls for a program in an academic institution, can opt to study certain parts of the program in other institutions and still use the grades acquired there for fulfilling the requirements of the degree. While this is laudable, there are certain issues involved in view of the nature of different academic institutions in the country. Added to this is the fact that in our country the students pay fees for a total program but not for individual courses that are part of the program. Thus all the institutions in the country should opt for a similar administrative and financial structure. Academic Bank of Credits is a virtual digital store which keeps a track of the credits earned by students in their learning journey. The College currently does not maintain the ABC system. However, plans are made to implement the system as this helps in decreasing drop out rate and enables students to readily return to continue their education if they discontinue. A team to monitor the system and web infrastructure augmentation required for this system should be formed soon.

17. PHYSICAL ENABLERS

Availability of adequate physical infrastructure is considered essential to strengthen the Teaching-Learning process. Though India is the Pioneer in originating the ‘Gurukula’ tradition, times have changed, making it necessary to house large number of learners at a single place. Vast tracts of land with big trees, pathways and a few huts are not workable in the modern times. Educational Institutions are now-a-days run in multi-storied buildings, with limited scope for open spaces for sports, games and cultural activities. To our dismay, everything should happen within the four walls. Playing under the sun, experiencing fresh breeze are a luxury and life-long contact between the teacher and the taught is a mirage. Everything has changed and we are pushed to a stage of indecision of distinguishing between good and bad, what is wanted and what is unwanted and what is right and what is wrong. Unfortunately, stakeholders have little say in this. Rarely we have the Institutions comparable to the ‘Santiniketan’ of Rabindranath Tagore, with fragrance of beauty of learning spread across the campuses. A day shall come combining the tradition and modernity for the benefit our young learners.

Against this backdrop, the S.E.A. College of Science, Commerce and Arts in question has been endowed with adequate physical infrastructure in terms of Classrooms, Laboratories, Seminar halls and other support facilities. The physical infrastructure available is suffice for the existing programmes and any addition of new programmes requires new accommodation. The existing infrastructure also needs upgradation and modernization. Being a Group Institution, it enjoys the advantage of

harping on the common facilities; which need not be considered unacceptable per se; but being an independent entity with all the infrastructure of its own is welcome.

Today's campus planning is viewed from the point of view of integrating esthetics with Environmental Practices. The layouts are expected to take into consideration the integrated activity, preservation of essence, diverse teaching practices, inclusivity and safety and holistic development with a provision for artistic expression, sports, fitness and wellbeing centers and counselling cubicles. "Bathroom is a Room too" has been the slogan of a sanitary company. It underlies many things in terms of quality of fittings, space and esthetics. Similarly, learning spaces are not just walls, doors and windows, they are much more. In the Educational World. 'Smart Campuses are order of the Day'. A Smart Campus is expected to strike the best balance of cost, comfort, risk and resilience. When a campus is smart, it detects and fixes small inconveniences, before they catch out to be bigger, leading to the distraction of attention of the students, faculty and visitors. Smart campuses also make the environment cosy and pleasant. Added to these are the 'Green Buildings', providing for reduction of greenhouse gasses, efficiency in lighting, conservation of water and energy. The Trust, is therefore, advised to take note of the above in their future expansions and make the campus look beautiful, cogent and environment friendly.

18.LIBRARY AND OTHER LEARNING RESOURCES

Library plays an important role in providing access to information and resources to support literacy and education. It also promotes lifelong connectivity toward information and technology. To inculcate the habit of reading and guidance to students and faculties in every sphere of their life, the institution has provided two libraries, one each in two blocks with a total of 15219 books. It also subscribes to journals and magazines of various subjects. The Library of the College is automated with digital facilities using EasyLib and KOHA softwares. The College has become the Member of National Digital Library (NDL), e-shodh sindhu, and DELNET. By virtue of these memberships, the students and faculty have the opportunity to get access to e-resources listed in all these platforms. The Librarian enables access to these e-resources, by sharing the necessary login credentials. All the Books in the Library are Bar-coded to make the process of issue and return easy.

One of the praiseworthy deeds of the institution is enabling access to rare books to students and faculty through a unique method of ebooks. At the click of a link, one can access these interesting books and read them. The brain behind this innovative thinking needs to be appreciated.

Of late, Library is not considered just as a repository of only Books and Journals; but a power house of Knowledge. In view of the growing importance of e-resources and the spread of internet facilities, the imagination of a library has undergone a sea change. Open Racks are giving way to computers with downloading and uploading facilities. Now a user can connect to any good Library and draw the resources. The Central and State Governments also are creating Networks for sharing knowledge. Earlier, sites like INFLIBNET are only the sourcers. Now, the Central Government has created a National Digital Library (NDL) and advises

every HEI to become a Member for free. The initiatives have no Boundaries; even international Networks are also now coming handy. Therefore, the libraries are now required to convert themselves as real Knowledge centres with the state of the art Networks. In this regard, the following ideas could be thought of:

- Digitisation of all the Libraries of all the Colleges in the campus
- Subscribe to E- resources, in a big way and to ensure full use of them. It is necessary to develop a mechanism to monitor the use of E. Resources subscribed, from time to time.
- Set up internet Kiosk in each library. The number may be stepped up depending on the demand from Students and Faculty.
- Constitute a Central Library Committee with the HoDs of the Departments and a few Senior teachers, giving participation to the Students to recommend to the College on the Books to be purchased, E- resources to be subscribed and develop a mechanism to monitor the proper use of Library resources.
- Separate cubicles may be arranged to Faculty and Research Scholars.
- Library layout shall be designed in such a way that it shall be a cogent place to promote thinking and tranquility.

SETTING OF LMS FACILITY: One of the modern teaching aids, using Software technology is the introduction of Learning Management system (LMS). It includes creating and developing online content and training to improve the Teaching Learning Process [TLP]. The two-basic Components of LMS are: i) creating an effective Server network; and ii), developing optimum user interface. Advancements in Gaming Technology' are helping

in creation of customised user-interfaces such as pointers, badges and leaderboards. Now there are many Apps and Softwares that can be used as LMS facilities. Some of the popular LMS platforms include: Moodle, Google classroom, Canvas LMS, Blackboard Learn , 360 teaming, open Box, etc.

As indicated earlier, an effective digital network is primary to the LMS. SEA College can take measures to set up a good server network or hire cloud space, which is less costly. Already, the institution is maintaining its own website independently. This could be another addition to the existing network. Greater difficulty than this is to set up a proper user interface. This depends upon the cooperation and free choice of the Faculty to involve themselves in this endeavor. Lectures are to be developed by them and need to be properly digitised or videographed to produce the desired effect on the students. Handling lot of virtual sessions is another task that needs to be handled intelligently and interestingly. A few training classes may also be conducted to orient the faculty in this direction.

Another important feature is the setting of LMS facility in the campus. It requires the creation of a multimedia centre. The same needs to be equipped with state of the art equipment and appoint qualified staff to shoot the lectures and edit them for attaining good quality. This is an area where the technical capabilities of the institution shall be exhibited to the outside world. Now that 'YouTube' has turned into a repository for both academic and non-academic (mostly entertainment and Spiritual) content, the institution may use this platform for the time being before it can buy its own bandwidth.

19.DIGITAL AND NETWORKING ENABLERS:

The flagship programs of S.E.A College are related to various branches of Computer Science. The College offers B.C.A, B.Sc(CS), M.C.A, M.Sc(CS). Hence, the Digital infrastructure plays an important role. The College has well-equipped IT infrastructure that includes the hardware, software, network and services that support the teaching, learning, research and administration activities of the College.

The College has four computer labs equipped with modern hardware and software to facilitate the learning and research of students and faculty. The IT infrastructure consists of 411 computers that are distributed in different locations such as departments and library. Three of the labs are located in building-1, which is the main academic block of the College. The fourth lab is in building-2. The labs have modern computers, high-speed internet, and software tools that support the curriculum and the research projects of the College. The College has invested in licensed software with One Square for Windows, Accounting, Linux, Python that covers various domains and applications.

The College also has 32 projector-enabled classrooms that facilitate interactive learning and presentations. The classrooms are equipped with wireless internet access that allows unlimited data usage for the students and staff. The wireless network has a strong signal of 100 MBPS.

All the four seminar halls of the College are well-equipped and spacious for conducting seminars, workshops and other events. The seminar halls can accommodate up to 200 people each and have audio-visual facilities, internet access and comfortable seating. One of the seminar halls is also air-conditioned and well-ventilated to ensure a conducive learning environment for the attendees. Currently the College has a leased line of 100 MBPS with Wi-Fi facility to the students. The connectivity through a

fully networked campus with state-of-the-art IT infrastructure, computing and communication resources, offers students the facilities of e-mail, up/down loading of web-based application, besides helping them in preparing for projects and seminars.

The IT infrastructure of the College is maintained by a dedicated team of professionals under the S.E.A Computer Maintenance Cell (SEACMC) consisting of technicians who ensure its smooth functioning and security. The team monitors the performance and availability of the IT infrastructure and troubleshoots any issues or problems. The College regularly updates its IT infrastructure to keep pace with the latest technological developments and trends. The IT infrastructure of S.E.A College is designed to meet the current and future needs of the students and staff, and to support the academic excellence and innovation.

The wireless network has to be extended through out the campus, thereby enabling students and faculty access the information without any issue at any time.

20.EXTENSION AND OUTREACH ACTIVITIES

The institution has a strong commitment to extension activities and actively engages with the neighbourhood community to address social issues and promote holistic development. They are considered as extended opportunities intended to help and serve the society. The institution's extension activities are designed to sensitize students to social issues and promote their understanding of the challenges faced by underprivileged communities. Through these activities students gain first hand exposure to social realities, develop empathy and compassion and acquire skills. The

institution renders service by organizing a number of extension activities to inculcate social responsibility and sensitize students towards community needs and bring social transformation. The institution follows a set of academic principles in ensuring and promoting the participation of the students in extension activities and community engagements. The extension activities are well planned and ably implemented and monitored regularly. The institution is conscious of its responsibilities for shaping students into responsible citizens of the country by making them aware of social concerns.

The institution motivates and promotes students to participate in extension activities. An orientation course is conducted for the first year students in the beginning of the academic year. The detailed and exhaustive information regarding the activities of the NSS/NCC/YRC will be imparted to the students. The College is registered under Unnat Bharath Abhiyan scheme of the Government of India and adopted the following five villages and conducting awareness drives and social service activities regularly.

1. Hulugummanahalli
2. Mastenahalli
3. Jangamashegehalli
4. Marappanahalli
5. Guttahalli

The exposure and experience gained by the students through these programs and activities are integrated into academic curriculum.

AWARENESS PROGRAMMES CONDUCTED BY NSS & NCC WINGS:

- The institution's NSS & NCC in association with government departments shall conduct the following more vigorously in future.
- Voter awareness programs
- Awareness programs on environment and ecology.
- Awareness programs on welfare measures of the Government.
- Awareness programs on AIDS and other contagious diseases.
- Anti drug awareness
- Health and Hygiene awareness
- Traffic awareness
- Helmet awareness and the need to wear Helmets and other safety measures in local and long distance travel.

COMMUNITY ENGAGEMENT ACTIVITIES

Community outreach necessitates the co-existence of both social and academic missions, especially considering the pivotal role higher educational institutions play in shaping the future of the nation. We need to grow with our surroundings. This growth looks forward in creating inclusive spaces for people with disabilities and other sections of the society.

Over the next fifteen years, the aim should be to bridge the gap between HEIs and the local community, positioning the Institution, as a strong intermediary. The College shall aim to address and overcome the challenges faced by the local community and to contribute to societal

wellbeing. Extension activities shall be carried out in the neighborhood community in order to sensitize students on social issues, spirit of volunteering and humanism. To analyze socio-economic situation of the neighborhood College shall conduct a detailed survey involving the students and the staff to figure out the necessity of their empowerment by strengthening the capacities and to provide an enabling environment to access various opportunities to grow together. Some of the exemplary ideas that could be tried are indicated below:

- Cleaning of slums.
- Organize different cultural gatherings and awareness sessions ensuring the happiness of the families and to strengthen their socio economic status.
- Support the deserving families with various relief measures like distribution of food kits, medical aids, etc.
- Honour grandparents, senior citizens and progressive farmers.
- Take measures to resolve issues related to waste management.
- Plantation of trees.
- Blood donation Camps.
- Awareness among girl students of their condition and rights leading to lessening of gender bias and patriarchal prejudices and subjugation.
- **Role of YRC:** Indian Red Cross Society (IRCS) is a premier humanitarian organization that promotes notion of social service among the youth also. It has been acclaimed by all sections of society nationally and internationally.

Government of Karnataka has also visualized the need for grooming the youths for the new generation and as come out with a historic order to enroll the youths by all colleges by affiliating to Indian Red Cross Society under the banner of Youth Red Cross. The S.E.A. College also is having a Youth Red Cross Unit and thereby the students of the College are the 'Ambassadors' of Indian Red Cross Society, Karnataka State Branch.

The following programmes are regularly conducted by the YRC of the College. The Committee suggests to strengthen the same with the involvement of Student Councils of the College.

- Promotion of Health, Awareness about HIV / AIDS
- Awareness campaign on hazards of drug addiction
- Awareness about Health programs, Service to others
- Providing First Aid for wounded / sick, Relief work during emergencies
- Dissemination of Red Cross Movement, Developing Friendship, State & National Integration Camps
- Communal harmony, Literacy campaign / youth exchange program
- Understanding & accepting of civil responsibilities.
- **Ek Bharath Shrest Bharath:** Shall be the motto in all these events, which can turn out to be a great stimulus for change and motivation of the local community.
- **Azadika Amrit Mahotsav-Spirit Of Patriotism:** One of the most significant events by the Ministry of Culture is the celebration of 75 years of independence. The institution carried out this event with

highest zeal and enthusiasm. Students preformed the event and the same was uploaded to the given link shared by Government of India.

21.FINANCIAL ENABLERS AND FUNDING MODELS

Any educational Institution requires adequate financial resources to create suitable and sufficient infrastructure. The nature of funding varies depending on the ownership and Management. In India, we have primarily three types of educational Institutions. Those that are established, funded and operated by the Governments (Central and State). Those that are owned and managed by the private players established in the name of societies and Trusts and third category of Institutions, established by private persons or associations but fully or partly funded by the Government. In case of the first and third category of Institutions, the sources of funding are wide compared to the second category. In addition to the Government, philanthropists and other NGO units also extend funding to the Government and aided Institutions. It is only in case of privately sponsored and managed Institutions, the entire funding should come from the promoters. Since the S.E.A. College of Science, Commerce and arts is the sponsoring organization of South East Asian Education Trust, the scope for external funding is limited. Yet, it needs to explore the possibilities of funding in the changing times. This aspect of funding includes not alone the identification of resources, it also concerns with the other crucial issues of financial Management. In this regard, an efficient financial system in case of any organization includes the following. The same shall apply to the Institution under consideration too.

- Financial planning

- Mobilization of resources
- Utilization of resources
- Financial control

FINANCIAL PLANNING: This pertains to the systematic projection of financial flows within the organization. One should have a clarity as to how funds are generated and how they are spent. Usually this financial planning is done through budgeting. Not only Educational Institutions, companies, Governments also prepare and submit budget for the approval of the Legislature/ Parliament. This is generally an annual feature. Therefore, educational Institutions also need to prepare an annual budget projecting the various sources of revenue and diverse expenditures in that year. In this case, one has to follow a ‘bottom-up’ approach. It means that the budgeting exercise should begin with the departments. The Principal should issue a circular first, directing the HODs to prepare the departmental budgets incorporating their own estimates as to the generation of revenue and proposed expenditure that needs to be incurred. Not only teaching departments, but also research centres, cells etc., should be included in this process. Then, the budgets of all departments, centres and cells need to be consolidated into the budget of the College. The same is to be presented to the Governing Body of the Institution and got approved for implementation. Unfortunately, budgeting in educational Institutions in India is not being followed as a standard practice, except Government Institutions like Universities and Institutions of National Importance. This is a lesser known exercise in case of privately managed Institutions.

Whatever be the Institution, financial planning helps in projecting the various sources of revenue and commitments for the coming period. With

proper planning, Institution will be able to avoid financial exigencies and optimize interest cost. It also improves the understanding of the HODs and Management members as to the diverse sources of funding and their out go. Therefore, the S.E.A. College of Science, Commerce and Arts also should adopt the practice of preparing annual budget and get it approved through Governing Body, the statutory Body of the autonomous Institution.

MOBILIZATION OF RESOURCES: Financial Management involves the identification of various sources of revenue and capital. Though the fees collected from the students is the major source of revenue to an educational Institution, other sources of funds from Government Departments, Ministries and Public can be explored. Research funding is an important dimension for Educational Institutions. Faculty need to be encouraged to prepare and submit minor and major research project proposals to the external agencies like UGC, DST, DBT, etc. for funding. Mobilization of funds through research depends on the qualifications and publications of the faculty. Therefore, Faculty having good Research achievements should be recruited and a separate Research and Development Cell can be created for this purpose. Added to these, another significant source of funding to the Educational Institutions is the fees from Consultancy. This depends upon the expertise of the faculty and also Laboratory facilities. Suitable steps may be taken to explore the possibility of generating revenue even in a limited measure in future. The Committee recommends to constitute a separate Study Group to examine the feasibility of revenue generation through research and consultancy.

UTILISATION OF RESOURCES: This is much more important than mobilisation. Getting the most mileage from every rupee spent is essential. Once properly planned, the Institutions will be able to contain many unnecessary expenditures. The same can be reallocated to other purposes. It is known that the major expenditure for educational Institutions is towards Salaries to the staff. A parity is to be maintained in the remuneration offered to the faculty and their qualifications and experience. A mix of seniors and juniors would help in maintaining proper Cadre -ratio as prescribed by the Regulatory bodies. It is also important to allocate adequate expenditure for Labs, Research Centres and other maintenance expenditure. Creation of infrastructure will be the sole responsibility of Management. Capital expenditure for the purpose of construction of buildings, furniture, buying laboratory equipment must be well thought of and properly planned. Introduction of new programmes and new courses requires additional facilities in terms of space, accommodation, equipment and other facilities. All these require advance planning and efficient execution. Making the Institution dynamic and vibrant requires constant expansion in terms of new programmes and courses. Since the present IDP is envisioning a long period of 15 years, a block period 5 years at a time may be considered for the preparation of Revenue and Capital Budgets. Unless done properly, funds Management may go disarray, impacting the quality of education and branding.

FINANCIAL CONTROL: Finances need proper control at every stage of operation. It should start with the clear procedure for identifying, sanction, purchase and final Utilisation. Purchase procedures are to be designed in detail without any scope for mismanagement or pilferage. Proper

Accounting Records, including vouchers, stock registers, etc., need to be maintained as per standard. In view of the advent of computers, a good Accounting Software should be applied to maintain Accounts and other records. Revenue and expenditure estimates are necessary to maintain sufficient balances in the bank and in hand. Since Electronic Payment Systems are in place, suitable architecture may be put in place to foresee the revenue to be generated and advance intimations to be sent to the students and parents for Fee collection. Effective internal auditing procedures must be implemented to monitor the flow of funds and to ensure compliance with statutory agencies. Since external financial audit is mandatory by a qualified Chartered Accountant, necessary steps are to be taken to fulfil this requirement. In view of the large size of the operations of the Trust, effective Tax Planning should also be thought of. Since GST is now applicable to a few educational services, they also need to be examined and properly planned.

22.STUDENT SUPPORT SYSTEMS

The College is providing the following financial support to the students.

- Scholarship for SC/ST/OBC/EWS group of students.
- Freeships for socially disadvantaged groups and students who secure more than 80 percent marks.
- Cash prizes for meritorious students who secure highest marks in their respective programs and for the outstanding performances of the students in sports and cultural competitions at the University level.

SPECIAL COACHING FOR PUBLIC EMPLOYMENT: One of the necessary support services for strengthening student support and progression is the setting up of an exclusive cell for providing coaching for public employment. There are two categories in this. One pertains to the discipline specific employment like the Defence services, and Public sector Undertakings [PSUs]. Each of them requires specific knowledge in the concerned subject. If one is bright in the subject, one would surely get selected to these positions. Providing coaching for such exams is one way of approaching this issue. Secondly, NET/SLET/GATE is another avenue for a serious student to pursue higher education.

The second Category of coaching that an Educational Institute can provide is for getting into employment through All India and State Service Commission exams like Civil Services, Staff Selection and also to the banks and other PSUs. This requires the creation of a dedicated outfit. In this regard, the College is required to bestow special attention.

There has been an interesting study reported at the national level that many of the Science and Engineering graduates are steering the service industry. According to statistics, about 80 percent of the graduate engineers end up in a non-technical job, which is quite unrelated to the branch of study. This is true of non engineering graduates also. They are finding employment in Banking, Insurance, Hospitality, Health Care and Retailing in a variety of roles such as sales supervisors, Customer service professionals, logistics support personnel and the back office crew. It is also reported that these Graduates are able to step into these jobs very comfortably. Nevertheless, the students need to be provided with training in communication skills, corporate environment, business etiquette and human relations. This

should be, thus considered a new dimension in the changing circumstances and an opportunity to forge ahead.

23.EXTRA CURRICULAR ACTIVITIES:

SPORTS:

Sports and games play a major role towards the wholesome development of youth during higher education. Academic learning and sports education complement each other. Sports help students improve their cognitive skills such as perception, attention, memory and reasoning and thus improve grades. They also help in promoting non-cognitive skills such as self-discipline and their ability to work in teams. Sports is now acknowledged as a vital component of holistic growth. It serves as networking platform to unite students as part of a larger cohesive whole. Sports activities in the Colleges are important and invaluable, because they promote physical health, encourage team work. Social skills improve mental well being, confidence, and concentration, instil discipline and dedication among students. Sports are an important avenue for academic advancement and an opportunity for social mobility.

To improve coordination and concentration, institution provides exceptional indoor and outdoor sports infrastructure.

INDOOR GAMES FACILITIES: To promote physical activity, social interaction and stress relief, the institution has set up indoor games

facilities such as Badminton Court, Basketball Court, Shooting Range, Snooker, Gym, Chess and Carroms.

OUTDOOR GAMES FACILITIES: To promote recreational activities and physical activities, the institute has state of the art cricket stadium, football stadium, basketball court, kabaddi court, Kho-Kho ground, Lawn Tennis, etc.

The action plan of the sports for the next fifteen years is as follows:

- Upgrading existing sports facilities and better fitness facilities, wellness center and recreational space in the College.
- Upgrading all amenities for the sports aspirants to develop their sporting skills.
- Encouraging students to participate in State level and National level sports to build the brand image of the College.
- Integrating sports and academics to unlock the potential of every student not only on the field but also in the classroom.
- Improving academic outcomes by balancing sports and academics.
- Enhancing academic performance through physical activity, since the latter boosts cognitive function, memory and concentration.
- Identifying the students with sports talent, selecting right persons with sporting skills groom them with essential needs to increase the performance of the sport.
- Promoting participation in sports of persons with disabilities - the deaf, the blind, students' physical disabilities and people with intellectual disabilities.
- Talent search of women and development of sports for women.

- Coming up with attractive awards and cash prize packages for sports students.
- Viewing sports as a cross cutting vehicle that will contribute to achieving national development and a healthy society.
- Developing leadership skills through team captain, where students learn to motivate, make decisions and set positive examples.
- Teaching students valuable time management, discipline skills and instil long-term habits for a healthy life style.
- Building character, providing essential training for success and developing the individual values of team work, self sacrifice, discipline and achievement.
- Nurturing students' mental being and honing essential life skills and to enhance academic performance.
- Fostering friendships, communication and a sense of belonging through social connections, interactions and camaraderie with peers.
- Preparation of a Sports Calendar and Budget for the Sport development are essential to make a mark in this sphere. Unless a considerable amount is earmarked annually for sports promotion, all the above plans remain only on paper.
- Screening videos of National and International competitions.
- Conducting coaching camps such as summer camps, University camps.
- Fee relaxation for outstanding players.

CULTURAL ACTIVITIES: Cultural activities are crucial for students' overall growth. These activities allow students to connect with their

culture, making them feel proud of their heritage as well as the cultures of others. Students participating in cultural events help them learn about unity, teamwork and mutual respect. They provide a platform for students to share and learn about different traditions, fostering cross-cultural understanding and unity. Cultural activities play a key role in the overall personality development of students. They not only help students to identify themselves with the College but also assist students to develop themselves in the desired field and also improve their skills such as organizational, presentation, leadership and interpersonal communication. They are important in higher education because they help students develop critical thinking, communication and empathy skills. The SEA College firmly believes in holistic development of the students. Every year it makes provision for cultural activities in its academic calendar that balances between curricular, co-curricular and extra- curricular activities for the all-round development of the students.

An action plan of cultural activities for the next fifteen years is to be drafted carefully to foster a diverse and inclusive campus environment by organizing events that celebrate various cultural traditions, promote student engagement and develop artistic talents, encompassing initiatives like cultural awareness workshops, interdepartmental competitions, guest speaker series and collaborations with local Communities. S.E.A. College should have a long-term plan to take up the following initiatives:

- Organize art exhibitions such as paintings and crafts to demonstrate their creative learning and express their artistic talents.

- Conduct theatre performances to enable students to enact plays, skits, or shows of historical events, literature or cultural stories to improve their public speaking and acting skills.
- Organize music and dance competitions to provide an opportunity for the students to perform and compete in a range of genres.
- Conduct inter Collegiate and inter Institutional Annual cultural festivals with dance, music, drama and many other possible events.
- Increase significantly students participation in cultural events.
- Creation of a performing stage would entice students to perform better in live situations.

24.STAKEHOLDERS ENGAGEMENT

Stakeholders play a vital role in HEIs, especially in teaching- learning process by providing support, resources and input. All stakeholders are important in education, because a team effort increases the chances of success in reaching educational goals. They also help to create a thriving learning environment. The teaching – learning process is complex and multifaceted endeavor that involves a wide range of stakeholders. The success of this process relies not only on the efforts of the teachers and students, but also on the active participation of parents, , employers, Alumni , Management, Government and community at large. By understanding the perspectives, responsibilities and contributions of various stakeholders, we can gain insight into how their collaboration can enhance the quality of the education and student outcomes. Their involvement drives meaningful improvements in the teaching- learning process. Effective educational environment depends on the collaborative efforts and shared accountability of the stakeholder engagement

Stakeholders can be broadly categorized into internal and external stakeholders. Internal stakeholders typically include Students, Teachers, administrative staff, while external stakeholders encompass parents, community members and industrialists. Each type of stakeholder plays a unique and essential role in shaping and improving the teaching learning process. All of which contribute to a more holistic educational experience. By engaging stakeholders, the institutions can leverage a range of resources and expertise to create an environment that is conducive to promote quality education and holistic student development. To effectively engage stakeholders, the institution needs:

- To build Trust and rapport
- Understand the roles and contributions of each stake holder group.
- Align goals
- Communicate effectively
- Recognize the perspective and priorities

STUDENT ENGAGEMENT: Student engagement is a pivotal aspect of modern higher education and a factor in student success. Students are the centre of the education system. Their engagement and motivation are crucial to the success of the teaching- learning. Students are responsible for actively participating in their education. Hence the Student representation and their active engagement in various bodies is required to be ensured. The following are such bodies to name a few.

- Administrative bodies
- Academic bodies
- Student council

- Cultural committee
- Sports committee
- Anti Ragging Committee, etc.

The objective of nomination of the students on the above bodies is to involve them in every activity and make them earn leadership qualities through the Institution. Further, the feedback of the students helps the management to plug holes in the curriculum delivery by the faculty. Feedback of the students about the support system and amenities provided helps management in improving or augmenting the physical and digital facilities of the institution and to involve students in community engagements and collaborative activities. All these strengthen the bondage of the student with the Institution; which goes a long way in enhancing the image of the Institution.

PARENTS ENGAGEMENT: Parents play a crucial role in supporting their children's education. They have a direct interest in the quality of education provided to their children. Therefore, the Institution should take the parents into utmost confidence and Trust to provide a supportive home environment. An enabling and conducive ambience shall be provided to the parents to communicate with teachers about their children's progress. The valuable insights of the parents in providing quality education to their children shall be considered and measures shall be taken to implement them effectively. The support of the parents to the academic community shall be sought by convincing them to support low income group students by way endowment of scholarships. The Institution should hold parents

meeting at the end of every Semester mandatorily and appraise the parents of the Progress of their wards.

TEACHERS ENGAGEMENT: Faculty engagement is a significant predictor of enhanced student learning. Engaged faculty will be more enthusiastic about investing more time and more energy in teaching students. Faculty engagement can positively improve student performance and create an enriching experience for every student. Faculties in order to remain current and sustain their expertise and knowledge base should follow and know the recent developments, trends, new perspectives in their domain specific discipline. They ought to update perpetually their skills and enhance a high degree of linguistic proficiency. To boost faculty engagement the institution needs to create opportunities for collaboration among colleagues and clearly communicate how faculty engagement contributes to the institution's mission. The Principal and Management should take every teacher into confidence and value his/her contribution. There must be continuous advice on improving their academic qualifications and strengthening their research potential. It is advised to design an incentive mechanism to augment their contribution to the Institution. It is also advised to link the performance to the annual increments. The Management should rationalise the pay structure, keeping in view of qualifications, experience, Research output, etc. Retaining good faculty is central to the entire effort.

INDUSTRY ENGAGEMENT: Industrialists can offer support to enhance the educational experience. Industry and institutional collaborations are crucial to ensure alignment between academic programs and workforce needs and to create a comprehensive career development framework that includes training to support students in their career paths. It is also essential to implement structured internship and job placement programs in collaboration with industry partners and to provide students with practical experience and enhancing their employability. The industry support should be mustered for the following also:

- To develop mentorship programmes where industry professional guide research teams and students.
- To host Industry- lead workshops, seminars and technical sessions to equip faculty and students with knowledge of the latest industrial research and trends.
- To forge Partnerships with national and multinational companies to gain access to cutting edge facilities.
- To strengthen partnerships with industries to secure funding for research and Innovation.
- To establish Memorandum of Understanding (MOUs) with industries.
- To foster the creation of Intellectual Property (IP) through shared expertise.

ALUMNI ENGAGEMENT

Alumni engagement is the process of building and maintaining meaningful relationships between the institution and their former students. It is about

fostering long-term partnerships with graduates offering value to alumni and involving them in activities that advance the institution's mission. They are the most important stakeholders for nurturing long-term progress of a College. Alumni engagement is a win –win model for the institution and its graduates. Effective alumni engagement can strengthen the Institutions reputation, fostering a culture of philanthropy and support and contribute to creating a sustainable future for the institution. They play a vital role in bringing their experience, knowledge and financial support. They act as ambassadors of the College helping to strengthen its reputation and standing.

The registered alumni association of SEA College was established on 13\03\2018. (Registration number: DRB3\SOR\814\2017-18). The meetings of the association are conducted occasionally. Through there is some activity and involvement of Alumni, the same is not remarkable. The bondage needs to be strengthened further. It is felt that the following steps would make the relations stronger.

- To support fund raising efforts by encouraging alumni to contribute financially and provide essential funds for scholarships, research and campus improvements.
- To enhance the reputation of the institution by working closely with alumni and showcasing the value of education provided.
- To facilitate networking opportunities and to create a platform for alumni to connect with current students – leading to mentorships, job placements and professional collaborations.

- To target alumni who represent various cultural and ethnic and socioeconomic backgrounds because they can promote diversity, equity and inclusion in institution's alumni engagement efforts.
- To highlight alumni's achievements and success stories to showcase their educational value and inspire current students.
- To offer their skills, experience, and expertise to support institution's academic and strategic goals such as serving on committees and boards.
- To strengthen their emotional attachment to the institution and encourage philanthropic support.
- To involve alumni at policy level in the governing bodies to bring their proven leadership skills to help nurture and sustain pursuit of excellence over a long time horizon.
- To improve the student outcomes through the guidance of the alumni by their real world insights.
- To promote lifelong learning and to offer continuing education programs, workshops to provide students with opportunities for personal and professional growth and to expand their skills and keep abreast of current developments to promote a culture of continuous improvement and knowledge sharing.

25.ENVIRONMENTAL CONSCIOUSNESS

As a responsible institution, it is necessary to follow social responsibility and environmental consciousness. The students and faculty should make efforts to organize and participate in programs that promote these issues. When a student exits the academic institution, he should not only be a well educated but also a socially responsible citizen ready to tackle the issues in

the society. In order to train the students in this direction, NSS plays a pivotal role and students must be encouraged to participate in the programs of NSS. Apart from routine sessions like cleaning the roads, voter awareness programs, etc., efforts must be towards highlighting the environmental issues like pollution (both air and noise), hazards of indiscriminate use of plastics, pesticide and chemical contamination in food, etc., should be discussed in public platforms on regular basis and also spread awareness in public through street plays and special camps. The need for reducing carbon footprint should be highlighted through regular measurements in the campus and take steps to reduce this through non polluting energy resources. To make the community aware of the issues, a display of the pollution data at a strategic location in the campus can be thought off. The vast area of the campus should be planted with more trees through special efforts on specific days like world environment day, etc. It is heartening to note that Public Health is taught as a compulsory subject to create awareness among the students on environmental issues like Global warming, deforestation and Pollution. The campus with several institutions, houses a couple of thousand students, faculty and other staff. Waste management is another area where the college can focus to convert into a zero waste campus through energy generation from waste. Water recycling plant has to be set up to minimize the water consumption. Once success is achieved at the campus level, the same may be extended to the community at large in the nearby areas

26.INCLUSIVITY

The three major focus areas of Higher Education in India are access, equity and quality. Providing access to higher education with equity is said to be the avowed objective of the policy makers. Equity in education involves apart from ensuring access and opportunities, it also shall ensure fair treatment for all students coming from various backgrounds, regions and learning levels. It is known that India is diverse in its nature in terms of endowment of resources, people, history and cultures. There shall be an equal level playing field provided to each ward entering the portals of higher education. Equality in treatment ensures inclusivity. Historically speaking, the Indian education system is oriented towards certain sections of the society only. It excluded, almost about two-third of the population, making it highly undemocratic. The situation is getting reversed slowly after independence and the Governments at the Central and State level are designing diverse policies to improve the access to higher education and cater to the needs of the under privileged and disadvantaged communities.

It is needless to emphasize that higher education is a tool for social and economic equality. Keeping this in view and in compliance with the orders of the Supreme Court to take appropriate measures to eliminate caste discriminations in HEIs, the UGC has issued “UGC (Promotion of Equity in HEIs) Regulation, 2012, and recommended the establishment of Equal Opportunity Cells (EOCs) in all the HEIs. These Regulations provide for the action to be taken by all the HEIs in preventing discrimination of all sorts and safeguard the Interests of the students without any prejudice to their caste, creed, religion, language, ethnicity, gender and disability. In continuation of the same, the UGC has, of late (10-1-2025) issued an

advisory to all the HEIs directing them to take measures for the establishment of Equal Opportunity and SC/ST Cells and Submission of data on Grievance Redressal to address the unique challenges faced by the disadvantaged groups, women, minorities and differently abled persons in accessing Higher Education and Opportunities.

In view of the significance in ensuring equity and Inclusivity, the S.E.A College of Science, Commerce and Arts shall take appropriate measures in ensuring inclusivity. It may be highlighted that the ‘Core Values’ of the Institution included ‘Commitment towards providing excellent learning environment with diversity, inclusion, ethics and dignity and Civic Awareness, Social Responsibility and Accountability. The Institution should keep in mind all these high ideals in the formulation her admission policy, Recruitment Policy and in extending Freeships and Scholarships.

27. BRANDING OF THE INSTITUTION

In order to maintain the distinctiveness, an institution, whether it be a product manufacturing Company or a service delivery mechanism need to develop its own image as a ‘Brand’. Branding of the institution serves the following purposes:

- To create a separate identity.
- To differentiate the institution from its fellow institutions or say competitors.
- To remind the people in the society of its logo, motto, slogan and history and other distinctive features.

- To establish everlasting relationship with stakeholders, especially students and parents, on a continuous basis and sustain interest among them.
- To assure the stakeholders of the fulfilment of the promises made through publicity.

The brand having such an indelible impact among the stakeholders in case of an educational institution could be a name, symbol, design, copyright or trade mark (registered or otherwise), that which distinguishes the institution from other similar institutions in the field of higher education.

Turning the attention to the South East Asian College of Science, Commerce and Arts, it is one of the flagship institutions established in the early years of founding of the South East Asian Education Trust. Over the period of its existence for over two decades, it has emerged as a household name as “SEA College”. Beginning with a modest strength of about a hundred, grown by leaps and bounds to the level of having a student strength of about 2500 at present. In terms of design, choice and flexibility of programs/courses, it has emerged as the true multi-disciplinary institution with a wide variety of programs on offer. The institution has been successful in attracting students not only from neighboring states, but also from other countries, which included South Africa, Sudan, Nepal, Laos, Myanmar and South Korea. The number of foreign students was also considerable before covid-19 period. The institution having this much of chequered history and positive things needs to consolidate her efforts vigorously further and strengthen its ‘Brand Image’. The committee considers the following initiatives would further deepen the effort of the institution towards ‘Brand Building’.

- Comply with the Rules and Regulations of the UGC and the Affiliating University pertaining to the conferment of Autonomous Status and also bring to the notice of stakeholders through the website such compliance from time to time.
- Having been granted the Autonomy, the same shall be visible through the actions of the Institution in terms of: Introduction of New Programs, Value Added Courses, Skill Orientation, Multi-Disciplinarity, Strict Adherence to the Academic Schedules, High Quality of Teaching and Research, Sports and Cultural Activities and Societal Engagement. Inclusivity shall be the hallmark of the institution in every action.
- Establishment of couple of incubation centers initially to pave the way for promotion of a 'Start-up Culture' in the long run.
- Setting up a Research and Development Cell to carry out studies having impact on the society. Separate funding arrangement needed to be made to sponsor such studies.
- Appointing a Public Relations Officer to Intensify the bondage between the institution and the stakeholders. Special care needs to be taken to increase the visibility of the Institution in the print and Electronic Media. PRO Shall focus on this aspect also.
- Setting up of a 'Media Centre' to create short and long Videos on the activities of the institution and make it a dissemination center for information. Akin to this, a 'YouTube' channel may be created in the name of "S.E.A. Campus News" to reach wider audience.
- As at present the Trust has entered the 25th year of its inception, making the beginning of "Silver Jubilee Year". It shall be organized in a befitting manner and documented properly.

- An Idea of Creating a Separate enclosure for Show-casing the Journey of the Trust and College at an appropriate place within the campus in the form of an Exhibition Hall. This facility can be utilized to bring to the notice of the Public, Major Milestones/achievements in its journey. This could be taken up as part of ‘Silver Jubilee Celebrations’ and the process initiated now. By the end of 2040 (The terminal year of the IDP Period), it shall emerge as the major source of information/contact between the institution and stakeholders.
- It is known that the Trust is named as “South East Asian Education Trust”. True to its name, a ‘Museum’ of reasonable standard may be set up, depicting the nexus between India and South East Asian Countries, (which included Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor-Leste and Vietnam) in terms of History, Culture, Trade, Religion, Knowledge storing, Foreign Relations, etc. As part of the “Silver Jubilee Celebration” the Trust can Publish a Book/Coffee Table Book highlighting the Bondage and mixing of people of India and these Nations. Attempt should be made to make people know as to why the Trust is named as such.
- The implementation of all other Recommendations, which the Committee has made at various places also helps contribute to the effort of ‘Branding of the Institution’.
- Publication of a Newsletter: Newsletter is a tool to communicate the activities taking place in the institution from time to time. It gives an opportunity to share the information with the stakeholders. After a period of time, these serve as the archive for many things and will be helpful to compile data for the purpose of historical perspective of the

institution. The activities of the institution will be known to the other institutions and thus it may be helpful in two ways: one to get inspired by the activity/event. Secondly, not to repeat the same thing, but think of doing something different or do the same thing differently. Moreover, Newsletter would also serve as the medium to communicate the "Best practices" followed; so that others can emulate. Good institutions consider Newsletter as a prelude to Annual Report of the concerned Academic Year and mere consolidation would lead to the production of a good Annual document.

- Appointment of Advisors/Consultants/etc: Keeping in view of the advancement in the knowledge, increasing demand for higher education and intensifying preferences of the students and parents, it is desirable to have on the list of faculty a few advisors, or consultants who can think ahead of the market trends. Although it is not a common practice among educational institutions to appoint persons with these designations, creative dealings with stakeholders require such practices to give a try. As a matter of fact, many State Governments and a few PSUs are experimenting with the idea of appointing Graduates from IIMs and IITs as 'Understudy' and some of them are appointed as Consultants and OSDs.

28.SUMMARY OF MAJOR RECOMMENDATIONS

1. In order to realise the Vision, Mission and Objectives, a suitable and effective organisation structure is to be created with clear demarcation of roles and responsibilities among diverse functionaries.

2. The College shall design student centric quality policy that encourages skill infused learning.
3. Introducing professionalism into the Governing Body by inviting academicians and administrators into important roles to advise the Trust.
4. A relook into the present Program combinations is to be taken up on a priority basis to make them more attractive and relevant.
5. A representative from the industry is essential in all the Boards of Studies to incorporate the market needs into the curriculum.
6. Establishment of a separate skill development center in the campus.
7. The College should constitute a Committee of experts to examine the existing labs and suggest equipment required to meet the curriculum and consultancy requirements.
8. Added to the classroom teaching, the curriculum should also emphasize on the ONLINE courses available through different sources across the world.
9. The College should earmark separate Budget for promoting research and development.
10. Establishment of Incubation Centres to promote Start-up culture.
11. Publication of in house Research Journal.
12. Appointment of eminent persons as Professor (Emeritus), Adjunct faculty, Visiting Faculty and as Professor of Practice.
13. Strengthen the Human Resource process that facilitates real- time communication between Employers and prospective Employees.
14. The newly recruited faculty members shall receive comprehensive orientation regarding the institution's culture, academic programmes and policies.

15. The College shall organize frequent FDPs with an emphasis on multidisciplinary approaches, digital literacy and modern pedagogical tools.
16. Introduce Outcome Based Education to combine diverse skill sets that include basic skills, life skills, intellectual skills, professional skills and interpersonal skills.
17. Question Paper setting should focus on analytical skills of the students, instead of promoting rote learning.
18. Examination process should be digitized.
19. Appointment of ombudsperson for Redressal of Grievances of all the stakeholders.
20. Academic Bank of Credits should be implemented in true spirit.
21. Advised to make the campus smart and environment friendly, following Green Concept.
22. Digitization of the Libraries of the College in the campus.
23. Setting up of LMS facility on a priority basis.
24. In order to promote multidisciplinary approach, all the Colleges in the campus should be digitally connected.
25. Outreach activity of the College should be visible and vibrant with participation of students and faculty and collaboration with NGOs.
26. College shall explore the opportunities for funding through research projects and consultancy
27. The Trust should create Corpus fund for the College exclusively for its development.
28. Coaching for competitive examinations for higher education and employment.

29. Upgrading all amenities for the sports aspirants to develop their sporting skills.
30. Encouraging students to participate in State level and National level competitions to build the brand image of the College.
31. Organizing Art Exhibitions to showcase the latent talents of the students.
32. The feedback from the stakeholders must be valued and accordingly necessary action be taken.
33. Environmental consciousness should be taken as a flagship initiative among all stakeholders.
34. There shall be an equal level playing field to each ward, irrespective of caste, creed, ethnicity, religion and region to promote inclusivity.

29. MAKING IT HAPPEN

The present IDP is imagined for a period of 15 years. This is considerably a long period. Prioritizing the diverse ideas, proposals and recommendations delivered through this report is the crux of the issue. The Committee is aware that 'advocacy is the easy job'. But a beginning is to be made at a certain point. The Committee is of the opinion that the Management may take a comprehensive view of the issues involved and begin to act on them.

Keeping in view of the review made and the recommendations offered, an approximation is attempted to prioritize the action desired.

| Priority-I | |
|-------------------|--|
| Sl. No. | Desired Activity |
| 1. | In order to realise the Vision, Mission and Objectives, a suitable and effective organisation structure is to be created with clear demarcation of roles and responsibilities among diverse functionaries. |
| 2. | The College shall design student centric quality policy that encourages skill infused learning. |
| 3. | Introducing professionalism into the Governing Body by inviting academicians and administrators into important roles to advise the Trust. |
| 4. | A relook into the present Program combinations is to be taken up on a priority basis to make them more attractive and relevant. |
| 5. | A representative from the industry is essential in all the Boards of Studies to incorporate the market needs into the curriculum. |
| 6. | Added to the classroom teaching, the curriculum should also emphasize on the ONLINE courses available through different sources across the world. |
| 7. | Publication of in house Research Journal. |
| 8. | Appointment of eminent persons as Professor (Emeritus), Adjunct faculty, Visiting Faculty and as Professor of Practice. |
| 9. | The College shall organize frequent FDPs with an emphasis on multidisciplinary approaches, digital literacy and modern pedagogical tools. |

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| 10. | Introduce Outcome based education to combine diverse skill sets that include basic skills, life skills, intellectual skills, professional skills and interpersonal skills. |
| 11. | Question Paper setting should focus on analytical skills of the students, instead of promoting rote learning. |
| 12. | Appointment of ombudsperson for Redressal of Grievances of all the stakeholders. |
| 13. | Setting up of LMS facility on a priority basis. |
| 14. | College shall explore the opportunities for funding through research projects and consultancy. |
| 15. | Coaching for competitive examinations for higher education and employment. |
| 16. | The feedback from the stakeholders must be valued and accordingly necessary action be taken. |
| 17. | Environmental consciousness should be taken as a flagship initiative among all stakeholders. |
| 18. | There shall be an equal level playing field to each ward, irrespective of caste, creed, ethnicity, religion and region to promote inclusivity. |

Priority-II

| Sl. No | Desired Activity |
|--------|---|
| 1. | Establishment of a separate skill development center in the campus. |
| 2. | The College should constitute a Committee of experts to examine the existing labs and suggest equipment required to meet the curriculum and consultancy requirements. |

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|-----|--|
| 3. | The College should earmark separate Budget for promoting research and development. |
| 4. | Establishment of Incubation Centres to promote Start-up culture. |
| 5. | Strengthen the Human Resource process that facilitates real- time communication between Employers and prospective Employees. |
| 6. | The newly recruited faculty members shall receive comprehensive orientation regarding the institution's culture, academic programmes and policies. |
| 7. | Examination process should be digitized. |
| 8. | Academic Bank of Credits should be implemented in true spirit. |
| 9. | Advised to make the campus smart and environment friendly, following Green Concept. |
| 10. | Digitization of the Libraries of the College in the campus. |
| 11. | In order to promote multidisciplinary approach, all the Colleges in the campus should be digitally connected. |
| 12. | Outreach activity of the College should be visible and vibrant with participation of students and faculty and collaboration with NGOs. |
| 13. | The Trust should create Corpus fund for the College exclusively for its development. |
| 14. | Upgrading all amenities for the sports aspirants to develop their sporting skills. |
| 15. | Encouraging students to participate in State level and National level competitions to build the brand image of the College. |
| 16. | Organizing Art Exhibitions to showcase the latent talents of the students. |

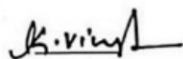
In summary, this document envisages a growth plan for the **S.E.A. College of Science, Commerce and Arts** in the next 15 years. In order to achieve this, all the stakeholders have to work in unison. It is hoped that, when implemented in the right earnest, the College gets qualified to be elevated to the status of a **“Deemed University”**.



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