

ST. ANDREW'S COLLEGE OF ARTS, SCIENCE AND COMMERCE
St. Dominic Road, Bandra (West), Mumbai 400050

PERSPECTIVE PLAN (Institutional Development Plan)

ACADEMIC YEAR 2023-24 TO ACADEMIC YEAR 2027-28

Motto: Enlighten the Darkness

Vision: A commitment to guide our students to achieve excellence through holistic education.

Mission:

- To mould students to be morally upright, socially committed and spiritually inspired, by Christian principles, to be responsible citizens of India and the world.
- To enable students to realise their full potential in academic, cultural and sporting pursuits.
- To foster a scientific temper and encourage students to adopt a rational approach to solve problems.
- To empower students to be good leaders who will spread the light of knowledge, harmony and equality in all spheres of life.
- To equip students with the required knowledge and skills to face the challenges in the real world.

The **aims** of the Perspective Plan are two-fold –

1. To enhance and consolidate our achievements over the years
2. To set up new goals to optimise the institution's financial, physical and human resources.

Through the Perspective Plan for the academic years 2023-24 to 2027-28 we are committed to empowering our students with the required academic, life and digital skills, entrepreneurial acumen and ethical practices and values they need for success in a fast-changing and challenging world. Our blueprint takes into consideration the feedback we receive from all stakeholders, the NAAC recommendations and the UGC New Education Policy guidelines.

In accordance with the NAAC Criteria divisions, the Perspective Plan is distributed across the following seven core areas

- (I) Curriculum Planning
- (II) Teaching/Learning/Evaluation
- (III) Research Innovation and Extension
- (IV) Infrastructure and Learning Resources
- (V) Student Support and Progression
- (VI) Governance, Leadership and Management
- (VII) Institutional Values and Best Practices

Criteria I: Curriculum Planning			
Objective		Implementation Strategy	Recommendation From*
1	To enhance employment opportunities of students by providing skill/career oriented courses on campus	# Offering skill-based postgraduate and diploma/ certificate courses that are relevant and job-oriented, in line with NEP 2020 # Collecting feedback from Parents, Students and Employers on curriculum and skill courses	NAAC NEP
2	To acquaint the students with traditional Indian Knowledge systems and increase their appreciation for traditional Indian arts and crafts as per the UGC Recommendations for NEP	# Certificate courses/Workshops on Yoga, Vedic Maths, Ayurveda, Indian Cuisine and Nutrition for staff (as part of the FDP) and students # Inter-college festival (Mosaic) and extracurricular programmes to have special workshops on Indian classical music, dance and theatre # 5 Minute meditation in the first lecture each day # E Cell and Incubation Cell to promote the manufacture and sale of products based on Indian handicrafts	NEP
3	To Enrich the Curriculum	# Conduct Educational tours, Field and Industrial visits to go beyond the curriculum	NEP NAAC
4	To support the growth of Professional Ethics, Gender and Human Values	# Hold workshops to enhance Professional Ethics, Gender and Human Values among staff and students	NEP
Criteria II: Teaching/Learning/Evaluation			
1	To enhance students' learning, critical	# Employing ICT in the teaching learning programme	NEP

	<p>thinking, creativity, digital and collaborative skills</p>	<p>through audio-visual presentations, online quizzes, YouTube, Moodle, Online reference resources (E.g. INFLIBNET)</p> <p># Interactive, Experiential and multi-approach teaching strategies such as case studies, field visits, guest lectures, buddy learning and hybrid classes</p> <p># Encouraging Inter-disciplinary and Inter-department activities such as seminars/workshops. E.g. Regional Indian Cuisine by the Hospitality and History Departments, Gender and Literature by the English and Sociology Departments</p> <p># Encouraging Co-curricular activities that support these objectives and are conducted at a suitable time after teaching hours</p> <p># Conducting FDP's to enhance interactive and new teaching skills of the staff</p>	<p>NEP</p>
<p>2</p>	<p>To identify and support academically underperforming students</p>	<p># Students with language proficiency difficulties will be encouraged to use the enhanced Language Laboratory facility on campus</p> <p># Staff to be available to students to solve academic difficulties during the zero period of the last Thursday of every month.</p> <p># Referring students with suspected learning disabilities for testing and counselling. Assisting those with learning</p>	

		disabilities to secure University concessions	
3	To encourage advanced learners	<p># Encouraging such students to participate in additional online courses E.g. Swayam, Coursera, EdX</p> <p># Guiding these students to participate in research based activities such as Avishkaar</p> <p># Securing Student Exchange programmes with other Indian and foreign institutions, as permitted by the University of Mumbai</p> <p># Encouraging students to enrol for competitive courses and examinations at state and national levels</p>	NAAC NEP
4	To Enhance Reading Skills	<p># Project work based on Library Resources</p> <p># Use Moodle server to access additional material</p> <p># Library Social Media Platform to share book reviews</p> <p># Library Best User Prize to be continued</p>	
5	To encourage higher percentage of student attendance	<p># Display a monthly list of attendance defaulters</p> <p># Secure the signatures of the attendance defaulters' on a monthly basis/inform guardians via email</p> <p># Ensuring that all Department, Co-Curricular and Extra-curricular activities are conducted after 11.10 am or 12 noon. The teaching timetable is not to be disturbed.</p> <p># List of sports practice dates, timings and students to be</p>	

		<p>shared with class teachers monthly.</p> <p>(Fewer activities conducted after class hours is preferable to multiple activities which continuously see students missing classes and asking to be marked present.)</p>	
6	To improve the pass percentage of students	#Departments to conduct regular class tests and maintain records of the same	
7	To promote good emotional and mental health	<p># Mentoring of students by class appointed Mentor-Teacher</p> <p># Life Skill Sessions</p> <p># On Campus Counsellor</p>	NAAC
8	To enhance spiritual fulfilment, empathy and social responsibility	<p># Value Education Programme</p> <p># Social Outreach Programme</p> <p># Inter Religious Dialogue through the UNESCO Cardinal Paul Poupard Chair for Inter-religious and Inter-cultural studies</p> <p># Faith on Campus and daily Holy Eucharist for Christians</p> <p># Introduction of an Andean Code of Ethical Conduct in keeping with Government and University regulations to ensure that all stakeholders are treated with respect and empathy</p>	
9	To employ ITC for examinations	# Digital information processing of all examinations – forms, marksheets, subject and class-wise result ranking for individual Semesters 1 to 4 and consolidated First and Second years.	NAAC

		#Provision for digitized marksheets for ATKT and Semester exams	
Criteria III: Research			
1	To strengthen Research Culture among the staff and students	<p># Providing an equitable distribution of lectures, duties and co-curricular responsibilities to allow staff research time. Seniority of staff to be considered for this purpose.</p> <p>#Library to identify journals for specific disciplines, listed in UGC Care List, Scopus and Web of Science. Staff to publish at least one article annually in a quality publication</p> <p># Financial support to be extended to staff for conference participation – guidelines to be clearly specified and transparent.</p> <p># Motivate staff to undertake Minor and Major Research Funded projects</p> <p># Annual FDP on Research Skills and Ethics for new staff members.</p> <p># One non-teaching staff to be oriented regarding research grants and thereby assist teaching staff to avail of grants from funding bodies such as RUSA</p> <p># Encourage inter-department and cross course research through collaborative staff and student seminars/projects</p>	NAAC
2	Enhancing the quality of Research	# Upgrading the college peer reviewed research journals	NAAC

		<p># Library to assist Staff with anti-plagiarism software</p> <p># Staff to check internal assignments for plagiarism</p> <p>#Internal Research Ethics Cell to be created within the Research Committee to approve/scrutinize quality of research.</p>	
Criteria IV: Infrastructure and Learning Resources			
1	Increase the use of ICT for the staff, students and operational processes	<p># Conduct training workshops/demos to incorporate new technologies for staff and students.</p> <p>#Create a Portal for Student data, including attendance, academic performance, leave etc – login/password protected for students and parents</p> <p># Accelerate effective transition to e-governance in various areas of operation such as student admissions, fee collection, biometric attendance, gathering feedback, and use of RFID card in the library and canteen and for collating student data.</p> <p># Staff biometric attendance to be updated in real time. Office has to update the E provider regarding teaching and non teaching staff working days and public holidays.</p> <p># High Definition CCTV in all class rooms/replacing existing CCTV with high definition CCTVs and identifying blind-spots such as staircase landings and adding additional CCTVs</p>	NAAC

		#Consider Electronic Entry barriers to enhance security	
2	To upgrade and enhance maintenance of the physical infrastructure of the college	<p># Maintenance and updating of Stock record of furniture, electronic and other college assets</p> <p># Maintenance contracts for all electrical, electronic, plumbing and waste collection facilities</p> <p># Roof, elevator and washroom repairs to be expedited</p> <p># Enhanced lighting and roof repairs of the canteen</p> <p># Rationalized, transparent and regular cleaning schedule classrooms, staffrooms, laboratories, washrooms</p> <p>#Teacher-Student Responsibility for restoring campus post events, enhanced remuneration for cleaning staff for extra-ordinary cleaning</p> <p>#Ensuring that no physical infrastructure i.e. classrooms, shed, washrooms, water filters, furniture is broken/unusable</p> <p>#Timely disposal of broken material and furniture/ no storage of junk on the campus</p> <p>#Additional tables and chairs to be provided for students on the first/third floors of the main college building, Visitor's seating outside the first floor staffroom and 3rd floor Vice-principal's offices</p> <p># Upgrade First Aid Facilities on Campus. Basic non prescription drugs and first aid to be available on campus.</p>	

		# Regular pest control to be carried out on campus.	
3	To employ/retain qualified faculty for teaching and support staff as required	# Employment of qualified teaching staff as per UGC guidelines # Financial strategy for retaining Management employed staff # Employment of additional office/cleaning staff as required # On Campus Counsellor	NAAC
4	To aim at optimum utilization of space on campus	# Listing of the physical spaces available for workshops/conferences and college related activities #Listing of classrooms available for tutorials/regular & remedial lectures # Clearly stated rules for the use of the above # One-Step format for the booking of the above facilities	
Criteria V: Student Support and Progression			
1	To enhance Alumni Engagement	# Career Talks, seminars and E Cell workshops by Alumni # Alumni Sponsor a Student (Fees)/ Sponsor a Facility or Classroom Scheme #Annual Alumni Day #Calling upon Alumni as chief guests for Annual Day/Sports Day etc.	NAAC
2	To aim for optimal use of financial/academic resources for students	# Enhance information regarding government and private scholarships and institutional free-ships # Expanding usage of Book Bank facility	

3	To enhance student participation in Co-curricular Activities and Sports	<p># Creating a Annual/Monthly Cultural Calendar, outlining events to be held in college (Mosaic), Inter-college events to be attended and Sports calendar. Each of these to be accompanied by tentative dates and timings</p> <p># College Basketball and Volleyball court to be kept open from 7 to 8 am and 5 to 7 pm for students</p>	
4	To enhance sensitivity toward people who are differently abled, alternative sexualities and historically disadvantaged	<p># Conducting guest lectures/workshops on/by such groups</p> <p># UNESCO CPP Foundation to engage with schools for differently abled students</p> <p>#Including empathetic guidelines for student interaction in the Andean Code of Conduct</p>	NAAC NEP
5	To expand the scope of Student Progression	<p># Use ICT tools such as google forms /links for alumni to update their higher education/career data</p> <p># Creating a Hyperlink from the college website to the Alumni website</p>	NAAC
6	To Strengthen Placement opportunities	<p># Reach out to Alumni to assist placement</p> <p># Consider signing MOU's with local businesses//companies to provide internships and placements for students of multiple faculties</p> <p># Appoint a Placement officer or Administrative staff on a part-time basis to focus on placement activities such as</p>	NAAC

		gathering student CVs, clerical work, correspondence with companies, organizing interviews	
Criteria VI: Governance, Leadership and Management			
1	To rationalize duties and functions of management, principal, vice principals, staff and non-teaching staff	#Enhance the Organogram by clearly stating the responsibilities of each member of the management and staff	NAAC
2	To ensure that the service rules, recruitment procedures and promotional policies are adopted in a more transparent manner	# Clearly stated recruitment policies in keeping with the UGC and University of Mumbai rules # Recruitment procedure, duties, numbers of lectures, leave and other conditions of work for Non Aided Staff to be clearly stated # Empower faculty members who have at least 20 years of service and with proven academic and administrative credentials to head Departments	NAAC
3	To promote a positive, supportive and harmonious learning atmosphere	Introduction of an Andrean Code of Ethical Conduct in keeping with Government and University regulations, outlining acceptable decorum, campus-appropriate behaviour and penalties in terms of fines, suspension, and in severe cases, rustication from college. # A similar code of conduct to be drawn up for the teaching and non-teaching staff, with the input of the these representatives # Vice principals to be in charge of new Teacher appointees, explaining the code of conduct for the staff and	

		<p>conducting a brief orientation regarding the college ethos. Similarly, a senior member of the non-teaching staff to take charge of new non-teaching staff</p> <p># Suggestion boxes on each floor –/Online Suggestion format to be added, suggestions to be examined by Vice Principals and relevant ones to be forwarded to the CDC.</p>	
	To empower and support the Students, Teaching and Non-Teaching staff	<p># Group Insurance for the Staff</p> <p># Annual Capacity Building programmes for the Non-Teaching Staff</p>	NAAC
Criteria VII: Institutional Values and Best Practices			
1	To work towards optimum use of Water and Power resources, Zero-Wastage	<p># Regular Energy Audit</p> <p>#Annual Maintenance Contracts for water and power units</p> <p># Quarterly servicing of Drinking water facilities and bi-annual servicing of electrical appliances</p> <p># Roof-run off water to be used for garden, ground water recharging</p> <p># Trial Installation of Drip irrigation system</p> <p># Installation of Solar panels</p>	
2	To Promote a culture of Recycle, Reuse, Reduce	<p># Display of BMC guidelines for waste disposal on each floor, the canteen and staff rooms.</p> <p>#Segregation of Waste as per the above</p>	

		<p># Additional provisions for E-Waste disposal, MOU with an E-Waste firm or BMC</p> <p># Use of 20 litre re-fillable water dispensers for staff rooms and conferences/guests (Discourage single use plastic water bottles)</p> <p># Encourage students to donate reusable items such as text books, unused stationery, exam boards, files – once term garage sale for such items</p> <p># Avoid spiral binding and plastic on internal projects – encourage e-projects, environment friendly or plain stapled paper projects</p> <p># Encourage digital notices, additional digital notice boards (one per floor), replace traditional poster competitions with digital posters. Banners and Décor for college programmes to avoid paper/flex banners etc. Recyclable material to be used instead.</p>	
3	To Aim to Create a Green Campus	<p># Environment Audit to be conducted regularly.</p> <p># Tree documentation to be mapped on campus.</p> <p># Eco-edit of flora and fauna on campus by Nature club</p> <p># Sale/Distribution of plant saplings from the college garden. Money can be kept in a green fund</p> <p># Creation of a Herb/Medicinal Plant garden – to be adopted by the Nature club/EVS Students as internal project work</p>	NEP

		<p># Creation of a Butterfly garden</p> <p># Creation/Expansion of natural earth space around the campus boundary wall and trees.</p> <p># Celebration of Earth Day, Water Day, Environment Day etc by Nature Club, NSS, DLLE by spreading awareness and conducting beach clean-ups, sapling distribution etc.</p>	
4	To raise Student awareness of the world around us who will become stewards of our future world	<p># Celebrate National and International Days (NSS, Departments, Inter Religious Group etc). Select 8 such days at the end of the April term for the next Academic year.</p> <p>#Organize programme that foster good citizenship and constitutional obligations. Programmes on fundamental duties, human rights, values of the constitution etc</p>	NEP
5	To enhance our Best Practices further	<p># Strengthen the Entrepreneurship Cell and Incubation Cell by collaborating with the Alumni</p> <p># Continued Holistic education through the Life skills and Value Education Programmes.</p> <p># Expansion of the Social Outreach Programme, Collaboration with city-wide social service organizations</p>	

*Where NAAC or NEP are not mentioned, the recommendations have been made by the Criteria heads, staff and IQAC after discussion with their respective teams, feedback from parents and students and consulting other prominent colleges.