

St. Joseph's College

Institutional Development Plan (2022-2032)



Institutional Development Plan

The Institutional Development Plan (IDP) of St. Joseph's College, Darjeeling, aligned with the UGC framework for 2022-2032, integrates the college's social and academic missions, deeply rooted in its Jesuit heritage. The social mission emphasizes nurturing compassionate, socially responsible individuals who are sensitive to the needs of the marginalized and committed to societal transformation. This mission is enacted through community outreach and leadership development programs that promote equity and inclusion, ensuring access to quality education regardless of caste or creed. On the academic front, the college strives for excellence by strengthening teaching, research, and global engagement. It promotes intellectual competence, critical thinking, and holistic development through innovative pedagogy, including blended learning and ICT use. Maintaining high standards in faculty qualifications and promoting a favourable student-faculty ratio enables personalized learning and scholarly interaction. The college nurtures students to face global challenges with ethical and value-based education, fostering pluralism and diversity.

The Institutional Development Plan includes Academic and Fiduciary Governance, Curriculum and Pedagogy, Integration of Skills into Academics, Faculty and Staff Development, Governance and Compliance, and Research and Development, reflecting the Jesuit ideal of forming individuals with competence, conscience, and compassion dedicated to serving society with integrity and excellence.

The IQAC Coordinator is responsible for coordinating the quality-related activities, including the annual assessment and evaluation of goals to ensure consistent quality enhancement and sustenance. This includes the preparation and submission of the Annual Quality Assurance Report (AQAR) every year, which documents progress, feedback, and outcomes related to institutional objectives and quality benchmarks.

VISION

- Rooted in the Ignatian Charism of forming men and women for others, St Joseph's College, Darjeeling strives towards the fostering of academic excellence and the promotion of a humane society.

MISSION

- To ensure Academic Quality in Higher Education.
- To ensure access and equity to all deserving and meritorious students with a preference for the poor and marginalized sections irrespective of caste and creed.
- To strive for intellectual endeavour that facilitates collaboration, problem solving, critical and creative thinking through diverse teaching-learning processes and methods.
- To promote pluricultural values aimed at the integration of all stakeholders in the campus.
- To nurture leadership qualities among the students to become agents of social change.
- To collaborate and network with institutions of higher learning and other agencies for expansion and promotion of quality education.
- To contribute to the well-being of the nation and its people in the spirit of *Sursum Corda* (Lift up your heart), the motto of the College.

VALUE

- Academic and intellectual excellence.
- Self-discovery
- Competence, Commitment, Conscience and Compassion.
- Self-discipline, Teamwork and Collaboration

Strength, Weakness, Opportunity and Challenges (SWOC)

A SWOC of St. Joseph's College is presented below, outlining its strengths, weaknesses, opportunities, and challenges for strategic institutional developmental planning:

Strength

- Qualified and committed teaching faculty.
- Responsive, accountable and decentralized administration.
- Active and engaged alumni association through participation in co-curricular activities.
- Pedagogy that combines conceptual learning with insights from field-study along with interventions from leading experts and academicians in the form of guest and special lectures.
- Sufficient teaching-learning classrooms, Seminar Halls, Auditorium and Examination Halls equipped with ICT facilities.
- Professional teacher-student relationships with focus on mentoring and development of emotional quotient of the student.
- Laboratory facilities for relevant subjects along with Incubation Center.
- Spirit of fraternity among the students, staff and teachers.
- Purified drinking water facilities for staff and students.
- Zero tolerance to ragging, sexual, physical and mental harassment
- Sensitive towards gender and equity.
- Fully equipped Central Library and Departmental Libraries.
- Cultural, linguistic and religious diversity.
- Sensitive towards poor and marginalized students with respect to admissions, scholarships and other non-financial support.
- Minimization of dropouts through remedial tutoring and accompaniment.
- Provision of add-on and integrated courses in preparation of state and national level competitive examinations.
- Safe and secure campus with CCTV facilities and guarded entry-exit points.
- Rain water harvesting and water management.
- Parking facilities for staff and students.
- First Aid emergency response through College Infirmary.

Weakness

- Remote geographical location.
- Limited Industry-academic collaborations.
- Limited Internet and Wi-Fi connectivity due to location.

- Lack of user friendly and interactive Website.
- No scope for physical expansion of campus area at current location.
- No scope for independent design of the syllabus.
- Vocational training.
- Lack of financial support to the staff for attending Seminars and Workshops.

Opportunity

- Internship in firms Digitalized ID cards
- Music fests
- Social awareness and outreach
- PG Block and Departments
- Career courses Job placements
- Collaboration with police and NGOs to address anti-social activities

Challenge

- To bridge the academic gap from school education to that of college education
- Addressing issues of LGBTQ and specially-abled students
- Preparedness for artificial and natural disasters
- Innovation with regard to pre-given University syllabus
- Setting up a functioning solid waste management system
- Usage of more renewable sources of energy
- Developing strategies for greater consultative activities among faculty

The Institutional Development Plan for St. Joseph's College, Darjeeling (2022-2032) outlines a comprehensive roadmap for academic excellence and holistic growth. The plan includes both long-term goals focused on sustained advancement and short-term goals aimed at immediate improvements.

1. Academic and Fiduciary Governance

Long-Term Goals

- Autonomous Status
- Strengthen transparent, accountable decision-making bodies: Teachers Council
- Implement robust quality assurance systems aligned with NAAC and NIRF benchmarks.
- Build financial autonomous mechanisms including endowment funds and diversified funding sources.

- Foster inclusion and equitable access, especially for PwD and SEDG groups.

Short-Term Plans (2022-2032)

- Obtain eligibility for academic autonomy
- Strengthen administrative policies and delegation of powers for functional governance.
- Constitute advisory boards with eminent academics and industry experts.
- Enhance financial management by increasing external grants, alumni contributions, and consultancy income.
- Promote stakeholder engagement in governance including representation from students, alumni, and faculty.

2. Curriculum and Pedagogy

Long-Term Goals

- Design flexible, multidisciplinary programs incorporating skill and employability focus.
- Achieve 50% student-centric immersive pedagogical approaches.
- Strengthen industry-academia partnerships to enrich curriculum relevance.
- Integrate technology through ERP, LMS, and MOOC platforms for blended learning.

Short-Term Plans (2022-2032)

- Develop learning outcomes and graduate attributes for all courses.
- Implement mentoring programs to increase faculty-student engagement.
- Incorporate experiential, project-based learning and real-world problem solving.
- Initiate faculty development programs focused on innovative pedagogy and curriculum design.

3. Integration of Skills into Academics

Long-Term Goals

- Embed vocational and skill-based education into general curriculum adhering to NEP 2020 and NHEQF/NSQF.
- Enable integration between academic, vocational, and experiential learning.
- Expand certifications and value-added courses in emerging and industry-relevant skills.

Short-Term Plans (2022-2032)

- Launch certificate and diploma courses aligned with NSQF.
- Collaborate with skilling agencies and industry partners for curriculum enrichment.
- Develop internships, apprenticeships, and entrepreneurial training within academic programs.

- Facilitate student participation in start-up incubation and innovation activities.

4. Faculty and Staff Development

Long-Term Goals

- Maintain faculty qualification standards
- Cultivate diversity in faculty recruitment across gender and geography.
- Develop a nurturing HRM environment encouraging research, teaching excellence, and innovation.
- Implement comprehensive HR policies aligned with UGC regulations for recruitment, retention, and promotion.

Short-Term Plans (2022-2032)

- Recruit capable and committed faculty members
- Encourage doctoral degree completion among existing faculty.
- Organize faculty development workshops, refresher courses, and research seminars.
- Introduce performance-linked incentives and recognition programs.

5. Governance and Compliance

Long-Term Goals

- Achieve full compliance with all statutory, legal, and regulatory frameworks.
- Establish internal audit mechanisms for financial, academic, and administrative functions.
- Digitize governance and administrative processes for transparency and efficiency.
- Build capacities for regular NAAC accreditation and NIRF ranking improvements.

Short-Term Plans (2022-2032)

- Monitor Internal Quality Assurance Cell (IQAC) action plans.
- Align policies with UGC, AICTE, and other regulatory bodies.
- Engage external experts for periodic reviews and compliance audits.
- Train administrative staff in governance and regulatory best practices.

6. Research and Development

Long-Term Goals

- Develop Centres of Excellence in Research across departments.
- Secure consistent external research funding.
- Cultivate a strong research culture integrating dissertation, student research projects, and faculty collaborative research.

- Enhance global research collaborations and publications in indexed journals.

Short-Term Plans (2022-2032)

- Expand research infrastructure for doctoral candidates.
- Facilitate faculty participation in national and international research projects.
- Conduct workshops for research methodology, grant writing, and patent filing.

Additional Institutional Initiatives

- Expand student diversity with regional, national, and international admissions; target >5% international students.
- Establish incubation centres to incubate a start-up within five years.
- Develop alumni networks and corporate relations for placements and funding.
- Enhance infrastructure for sports, cultural activities, libraries, and digital classrooms.
- Promote socially responsible outreach programs aligned with Sustainable Development Goals.

This plan aligns with UGC's guidelines emphasizing inclusive growth, academic excellence, and institutional autonomy while ensuring accountability and continuous performance improvement. St. Joseph's College aims to holistically develop as a centre of educational excellence, research innovation, and community engagement by 2032

Principal