



# Institutional Development Plans

**Based on NEP-2020 and UGC Guidelines**

**St. Xavier's College (Autonomous), Ahmedabad**

## **Introduction**

St. Xavier's College, Ahmedabad (SXCA) was established in the year 1955 as an Arts college with 250 students. Since then, the College has gradually risen to be an eminent college in Gujarat offering programs in Arts, Science, Computer Science, Commerce, Big Data Analytics and Theatre. Today, 25 undergraduate and 12 post graduate programs are offered under the 18 departments of the College. A minority institution managed by the Society of Jesus, the college is rooted in a tradition of Ignatian pedagogy that is over five centuries old. It maintains a lineage of educating the youth, preparing students to become individuals with well-developed minds, generous hearts, and reflective souls.

SXCA was the first institution in Gujarat to opt for NAAC accreditation and was rated as a "Five Star College" in 2001. In the subsequent cycles the College was awarded A+ in 2007 and 'A' grade in 2013 and 'A+' in 2022. The College has also been conferred special status like College with Potential for Excellence (CPE) in 2008 by UGC and 'Star College' by DBT in 2009. The College has been autonomous since 2014 and also holds the privilege of being the first college under the parent University to have been granted autonomous status. The College has been consistently taking part in the NIRF ranking by MHRD. St. Xavier's College has always been rated amongst the topmost colleges of Gujarat as rated by GSIRF. India Today and The Week magazines have been ranking Xavier's as the best College in Gujarat and among the top 50 colleges in India, in its surveys.

The College has been successful in launching the NEP from the academic year 23-24, and is resolved to carry its merits forward in the years ahead. Skill-based courses, Value-added courses, Indian Knowledge system and a flexible curriculum as recommended by NEP-2020 was methodically planned and implemented by the College.

The College is situated in a 26-acre campus in the heart of Ahmedabad city. The lush green campus has varied facilities like ICT-enabled classrooms, Wi-Fi enabled campus, auditoriums, multiple playgrounds, laboratories, computer labs, Industrial Training Units, central laboratory facilities, canteen, hostel, and adequate infrastructure for diverse divyangjan. The College also has well-qualified teaching staff, about 91% of them holding Ph.D degree or qualified NET/SLET. 12% of these teachers are also recognized as Research guides. The College has a

well digitalised library providing services such as search for a document through the Online-Public-Access- Catalogue (WEBOPAC) and a barcoded circulation system. The library has also installed RFID technology.

Research in Xavier's is intertwined in the curriculum today in the form of modules and dissertation projects, and is included as a component of evaluation. Each Academic Year, there is an Annual Research Award Ceremony for students, a Staff Research Seminar, and the release of 'The Research Annals of Xavier's', a publication with an ISSN number-2582-256X. Research is facilitated by financial support from Schemes like DST-FIST, DST-SERB and DST-RFBR.

Transparency and inclusion form the foundation of all processes in the College, beginning from the admission to the examinations. The student profile clearly reflects how the College systematically ensures both equity and access to education to students of different strata and diverse talents including students from the deprived and marginalized sections of the society. Holistic development of the students is fostered by providing an apt measure of cultural and sports activities as well as a wider choice of subjects, including Vocational and Career Oriented Programmes (COPs), Personal Growth Oriented Programme, specialized courses like dynamics of disability, nanotechnology and value-based courses like Human Society and Ethics, Yoga etc. These are supplemented by departmental activities like departmental-fests, summer schools and innovation/start-up clubs. Additionally, through outreach programs of the NSS, NCC and the campus ministry, students are encouraged to render service to the Nation and contribute to upliftment of the under privileged. The College has institutionalized a mechanism to accompany students from marginalized groups through cells like JAGRAT (SC/ST), UTCARSH (differently abled) and CWDC (Women Development Cell). These cells bring under one umbrella students from different socioeconomic and cultural backgrounds for training programs on topics such as study-skills, leadership, goal setting and career guidance.

The ultimate goal of the College is striving to achieve the right blend between excellence and inclusion, discipline and creativity, competitiveness and compassion, complexity and ingenuity, the nano world and the macro realities, fostering hope and critical approaches, self- development and concern for the common good. Thus, St Xavier's College, Ahmedabad effectively serves the student, the nation, and the world.

## **Strength, Weakness, Opportunity and Challenges (SWOC)**

### **Institutional Strength**

- The College has acquired a brand name as a premier institute for higher education in Gujarat with a legacy of 70 years
- Located in the heart of the city with easy accessibility and close proximity to the parent University
- Green campus with rich biodiversity
- Focus on holistic development with a variety of sports facilities available on campus; extra-curricular and co-curricular events are regularly organized
- Quality Faculty: 91 % of teaching staff are Ph. D. holders or NET/SLET
- Excellent Research culture and collaborations: Departments have mobilized \_\_\_\_\_ in research projects from Government funding agencies. Internal seed money, UG and PG Research programs, Research Annals, research papers in high impact factor journals are some highlights of the research environment.
- First to implement NEP 2020
- Research is complemented by Industry-Academia collaborative programs and activities (TCS, Zydus, etc) as well as through linkages and MoUs with organizations of national/international repute
- Inclusive atmosphere: An inclusive admission policy with personal attention paid to disadvantaged and incapacitated students. Cells like JAGRAT, UTCARSH are institutionalized mechanisms for handholding.
- Teaching-learning process is ICT-enabled with Choice Based and Student-Centric Learning approaches
- Adequate Infrastructure: Adequate classrooms, research labs with sophisticated instruments, ICT facilities for teaching-learning and IT infrastructure for administration, academics and examinations; WiFi enabled campus and a high student-computer ratio
- Impressive and consistent GSIRF and NIRF rankings; India Today, AISHE participation

### **Institutional Weakness**

- First Autonomous College under the Parent University: Difficulties in finding the way ahead as an Autonomous College since it is the first in Gujarat University
- With autonomy, many PG programs have been introduced; but placement potential not tapped efficiently
- Fewer students qualify in prestigious competitive examinations like UPSC Civil Services,
- Weak alumni interactions: The alumni contributions are sporadic and the networking has been relatively weak
- There is limited physical infrastructure and monetary support available for developing consultancies, patents and Industrial Linkages
- Research: Not sufficient percentage of research guides, and seed money for research; need for multidisciplinary research
- Less visibility of the student council in academic and administrative committees
- The College has insufficient capital investment available and hence infrastructure expansion is difficult.
- Lack of coordinated efforts at professional fundraising though some start has been made
- Inadequate on-campus residential facilities for visiting staff and post-doctoral students
- Library needs to offer more digitalized and online services
- Need for well-planned extension services in collaboration with other partners.

### **Institutional Opportunity**

- The College is a Jesuit institution, with a global presence and hence providing ample opportunities for linkages and collaborations
- Brand Xavier's: The College has a legacy of 70 years and is a premier institute of higher education in Gujarat. This brand name can be effectively used to attract National and International students
- Locational advantage: Located in the city of Ahmedabad; hence ample opportunities for linkages with Pharma companies, IT companies, electronics industry as well as finance and health industry
- Autonomous College: Academic autonomy is a great opportunity to design new programs and contribute to the holistic development of students

- Moving ahead to become a University: programs in Music and Dance, Sociology, incubation hubs, Digital communication
- Preparing a second layer of leadership: Extra professional, management and professional capacitation of second layer of leadership
- Deciding on alternative on other campuses
- Enhancing SOPs at various levels and strengthening feedback systems linked to the IQAS

### **Institutional Challenge**

- Convince Management to augment the quality and scale of activities.
- Involve Management to increase financial outlay.
- Lack of capital expenditure in appointment of additional quality teaching staff and auxiliary posts.
- Investment in quality and adequate infrastructure
- Satellite campus needs to be planned for with a professional fundraising campaign
- Limited physical resources to initiate innovation and start-up ecosystem
- Bringing Extension activities under one umbrella
- Systematization of institutional support for national/competitive exams
- Strengthening the Alumni network

Institute Development Plan (IDP) FRAMEWORK - Major Components

A. Governance Enablers	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Align Standard Operating Procedures (SOPs), policies, and all processes with the College's vision and mission.</li> <li>● Integrate significant stakeholder input into all College activities.</li> <li>● Ensure adherence to all regulations set forth by the UGC, NAAC, and NEP 2020.</li> <li>● Establish a paperless network and e-tracking system for all office administration.</li> <li>● Promote decentralization and participative management.</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Implement a regular feedback mechanism to review and improve the functioning of both statutory and non-statutory committees.</li> <li>● Strengthen all college committees by regularly renewing memberships and diversifying representation to ensure broader perspectives.</li> <li>● Enhance the existing e-governance system by adding new features.</li> <li>● Increase staff access to the ERP system and strengthen it through continuous feedback and regular updates.</li> <li>● Provide departmental Autonomy: Academic and financial powers delegated to departments for planning, budgeting, and resource utilization</li> <li>● Establish a robust mechanism to monitor and evaluate the progress of Institutional Development Plans (IDPs)</li> </ul>

B. Financial Enablers and Funding Models (Resource Generation)	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Establish a corpus fund targeting several crores of rupees.</li> <li>● Diversify funding streams by engaging alumni chapters, collaborating with industry and academia, leveraging CSR initiatives, and partnering with fundraising organizations.</li> <li>● Generate supplementary income through the provision of internships and specialized short-term certificate courses.</li> <li>● Investigate opportunities for low-interest loans from both public and private sector organizations</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Identify companies with CSR initiatives that align with the mission, vision and goals of the College and collaborate accordingly</li> <li>● Expanding the alumni base to the national and international level, this will open mentorship fund raising and other opportunities</li> <li>● Organize fundraising events like garba night, musical shows etc</li> <li>● Initiate and expand collaborative programs with industries</li> <li>● Provide training to teachers on how to successfully apply for grants from government bodies, industries, and local NGOs.</li> </ul>

C. Academic Enablers	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Implement Outcome-Based Education (OBE) in its true sense across all academic programs.</li> <li>● Foster innovation in pedagogy, encouraging creative and effective teaching methodologies.</li> <li>● Develop and offer multidisciplinary courses, including additional cross-disciplinary electives</li> <li>● Ensure courses incorporate multilingual and multicultural perspectives.</li> <li>● Improve the effectiveness of feedback mechanisms on</li> </ul>

	<p>curriculum to facilitate continuous improvement.</p> <ul style="list-style-type: none"> <li>● Ensure that the institute's educational offerings remain in step with global advancements in knowledge and technology.</li> <li>● Align the institute's objectives and initiatives in sync with the UN Sustainable Development Goals (SDGs) and relevant national campaigns.</li> <li>● Ensure fair and consistent assessment</li> <li>● Facilitate the mainstreaming of students from vernacular mediums, ensuring equitable access to quality education.</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Conduct workshops and trainings on OBE implementation, attainment calculation and innovative teaching methodologies</li> <li>● Establish a center for academics/teaching &amp; learning to systematize curriculum development</li> <li>● Develop a policy for curriculum development that ensures courses and programs align with the mandates specified in NEP 2020, UN SDGs and National campaigns</li> <li>● Enhance the employability of graduates by aligning curriculum with industry needs and future job market demands.</li> <li>● Provisions in the system to be introduced to offer flexibility in shifting academic pathways to better suit individual student needs and career aspirations.</li> <li>● Train teachers to utilize comprehensive rubrics and grading tools for assessment</li> <li>● Develop and maintain a robust question paper repository for effective examination management and quality assurance.</li> <li>● Integrate MOOCs (Massive Open Online Courses) and Swayam platforms into the curriculum to broaden learning opportunities</li> <li>● Conduct student workshops on language proficiency and capacity building</li> </ul>

D. Research, Intellectual Property, and Supportive Enablers	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Encourage faculty and student consultancy projects, translating academic expertise into societal benefits.</li> <li>● Promote entrepreneurship, start-up incubation, and technology transfer</li> <li>● Increase the quantum and diversity of external research grants.</li> <li>● Foster a research culture across all disciplines</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Set up a dedicated consultancy cell to offer expert services to industries, government bodies, and non-profit organizations.</li> <li>● Establish International Research Cells to coordinate global research collaborations and attract international students</li> <li>● Establish a center through collaboration with industry bodies to nurture student start-up and innovation</li> <li>● Incentivize external project funding for faculty and train them to draft project proposals for applying to national (DST, DBT, UGC, SERB, ICSSR, etc.) and international funding agencies</li> <li>● Incentivize quality publications in high-impact journals</li> <li>● Establish Industry-Academia Centres of Excellence in emerging fields such as AI &amp; Data Science, Renewable Energy, Biotechnology, Climate Studies, and Humanities &amp; Social Sciences.</li> <li>● Reward departments focusing on industry experts to co-teach, mentor students, and serve on advisory boards.</li> <li>● Develop partnerships with reputed international universities for joint degree programs, faculty and student exchange, collaborative research, and global internships.</li> <li>● Integrate interdisciplinary approaches into curriculum and student projects to nurture critical thinking and innovation</li> <li>● Develop research &amp; innovation Facilities including Greenhouse / Botanical Garden, field Stations / Field Lab, central instrumentation center</li> </ul>

	<ul style="list-style-type: none"> <li>● Establish a Patent cell: Physical area with support for IPR facilitation.</li> </ul>
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E. Human Resources Management Enablers	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Attract, develop and retain high-quality human resources</li> <li>● Create positive and productive work environment</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Invite professionals/ Entrepreneurs on campus for delivering the course in programs</li> <li>● Implement incentives to faculty for achievement of professional milestones</li> <li>● Train the faculty for delivering MOOC/ ODL based programs</li> <li>● Open avenues for the consultancy/ Industrial collaborations</li> <li>● Inculcate work ethics and ethos of Jesuits in faculty</li> <li>● Workload Balancing Tools: Timetable software, workload trackers ensuring fair distribution and compliance with academic norms</li> <li>● Administrative Staff Training: ICT training, office automation, soft skills, ERP usage, and grievance redressal.</li> <li>● 360° Feedback Mechanism: Stakeholder-based feedback (students, peers, administration) for holistic evaluation.</li> <li>● Career Advancement Scheme (CAS) upliftment and awareness for both GiA and SF.</li> <li>● E-Service Book for SF Digitized employee records accessible to HR/Admin for faster verification, leave management with online applications.</li> <li>● On-Campus Childcare under gender equity.</li> <li>● Annual health check-ups, mental health counselling for staff.</li> </ul>

F. Enablers for Networking and Collaborations	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Engage with the surrounding communities and industry at large.</li> <li>● Strengthen interaction with alumni, and other stakeholders.</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Establish networks with Local industries across Gujarat through associations and other chambers</li> <li>● Establish a functional network with the Jesuit higher education institute</li> <li>● Identify mentor institute amongst the Jesuits institute</li> <li>● Establish an International Relation Cell</li> <li>● Develop Faculty Exchange Programs, Internship and Industrial Training, Resource-Sharing Agreements, Village Adoption / Live Labs</li> <li>● CSR Partnerships: campus development under Corporate Social Responsibility and virtual research with other universities.</li> </ul>

G. Physical Enablers	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Develop a campus for harmonious interaction of academics, research, cultural, administrative and sports activities in a sustainable way</li> <li>● Maintaining the aesthetics of the campus and ensuring a green, clean and inclusive environment</li> <li>● Develop an efficient Waste management system</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Installing and improving campus-wide HVAC systems, smart meters and energy dashboards for real-time energy monitoring.</li> <li>● Installing motion sensors and automated controls for lighting in classrooms, corridors, and common areas to optimize energy consumption.</li> <li>● Conducting workshops and campaigns on a regular basis to monitor and educate on the efficient management of energy</li> </ul>

	<p>conservation, energy saving practices and progress towards a clean green plastic free campus.</p> <ul style="list-style-type: none"> <li>● Implement strategies such as smart irrigation systems for water conservation and usage, green roofs, increasing the number of solar panels, and battery storage systems for optimizing energy consumption and minimizing wastage.</li> <li>● Installing smart waste bins, optimizing waste collection processes.</li> <li>● Aiming for a carbon-neutral campus by integrating renewable energy sources, monitoring and improving sustainability practices for carbon footprints.</li> <li>● Mobilizing campus-wide waste segregation systems and incentivising recycling, composting, and minimizing waste generation.</li> <li>● Conduct Energy and green audits</li> <li>● Expand, upgrade and improve existing infrastructure for PwDs</li> <li>● Faculty Cubicles in adequate numbers as per the demands</li> <li>● Hostels for at least 60 % of outstationed students</li> </ul>
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H. Digital Enablers:	
Strategic Goals & Development Objectives	<ul style="list-style-type: none"> <li>● Strengthen and expand the existing digital infrastructure to support academics, research and administrative services.</li> <li>● Develop digital literacy and capacity building among staff</li> <li>● Develop a digital infrastructure to ensure equitable access to technology for maximum students</li> <li>● Create awareness on negative impacts of excessive usage of social media and other digital platforms</li> </ul>
Operationalization	<ul style="list-style-type: none"> <li>● Virtual Lab Setup: Integrate national virtual lab resources into teaching</li> <li>● Train teachers to use maximum digital tools for teaching/</li> </ul>

	<p>learning</p> <ul style="list-style-type: none"> <li>● Constant upgradation of ICT infrastructure with a robust feedback mechanism</li> <li>● Establish a Cyberbullying Prevention Cell</li> <li>● Screen Readers &amp; Magnifiers: for virtually impaired students</li> <li>● Constant upgradation of e-resources in the library</li> </ul>
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## Conclusion

The Institutional Development Plan (IDP) outlines St. Xavier's College Ahmedabad's strategic direction for the coming 5-10 years. This comprehensive roadmap focuses on enhancing academics, research, governance, infrastructure, and extension activities, all in alignment with the College's mission and vision of fostering "men and women for others." Recognizing its dynamic nature, the IDP will undergo periodic review and updates to maintain its relevance and adapt to evolving institutional priorities, regulatory frameworks, and stakeholder needs, thereby ensuring sustained progress toward achieving institutional excellence.