



INSTITUTIONAL DEVELOPMENT PLAN

(2021 - 2030)

SULLAMUSSALAM SCIENCE COLLEGE, AREACODE

Affiliated to the University of Calicut | NAAC Re-accredited with 'A' Grade

I. PREAMBLE

Sullamussalam Science College, Areekode, established with the vision of providing quality higher education to the socially, educationally and economically diverse communities of Malabar, has consistently upheld its commitment to academic excellence, social responsibility and inclusive growth. Rooted in the values of the Muslim Educational Association and aligned with the broader objectives of the University of Calicut and national higher education policies, the College has evolved as a vibrant center of learning, research and community engagement.

The Institutional Development Plan (IDP) for the period **2020-2030** is envisioned as a strategic roadmap to guide the holistic growth of the institution over the next decade. This plan is framed in anticipation of rapid changes in higher education, the increasing role of technology, the growing demand for skill-based and research-oriented learning and the aspiration of the institution to move towards academic autonomy.

This IDP seeks to humanize development - placing students, teachers and the local community at the heart of institutional progress - while ensuring accountability, sustainability and excellence. The plan emphasizes participatory governance, academic flexibility, research for social impact, digital transformation and ecological responsibility.

II. VISION, MISSION AND CORE VALUES

Vision

Educating the mind for the pursuit of truth

Mission

To uplift the status of the rural and the socially marginalized through education and to help students embark on a journey of intellectual transformation with a global vision.

Core Values

- Academic Excellence and Integrity
- Outstanding Teaching and Service
- Scholarly Research and Professional Leadership
- Integration of Teaching, Research, and Service
- Individual and Collective Excellence
- Diversity, Equity, and Social Justice
- Education of Individuals across the Life Span
- Collegiality and Collaboration

III. SWOC ANALYSIS

Strengths

- **Academic Friendly Management:** Visionary leadership that prioritizes education over commercialization and actively supports faculty ventures.
- **Research-Oriented Faculty:** High research engagement with 60 per cent of faculty holding Ph.Ds. A recognized Research Centre in Computer Science and regular international / national publications.
- **Holistic Student Support:** Robust support systems including 'Walk With a Scholar' (WWS), 'Scholar Support Programme' (SSP) and the Innovation & Entrepreneurship Development Cell (IEDC).

- **Unique Social Initiatives:** Distinctive extension activities like the 'A House A Year' project for the homeless and Students' Initiative in Palliative (SIP), fostering deep social commitment.
- **Technological Infrastructure:** Fully Wi-Fi-enabled campus, ICT-integrated library/classrooms and implemented E-governance in administration.
- **Sports Assets:** National-standard football infrastructure available for professional training.

Weaknesses

- **Limited Course Diversity:** Absence of core science graduate programs in Chemistry, Botany and Zoology limits interdisciplinary options.
- **Faculty Stability:** Approximately 50% of the faculty are temporary due to delays in government post approvals, leading to a reliance on self-financing courses.
- **Curriculum Rigidity:** Limited flexibility to design innovative curricula due to University affiliation (partially compensated by faculty presence in Board of Studies).
- **Placement Disadvantage:** Rural location results in fewer corporate campus visits compared to urban colleges.
- **Schedule Disruptions:** Delays in the University's Centralized Admission Process and Exam schedules disturb the academic calendar.

Opportunities

- **New Research Frontiers:** Potential to upgrade the Department of Mathematics to a Research Centre, as 100% of its permanent faculty are Ph.D. holders.
- **Niche Course Development:** Scope to start Disaster Management studies relevant to local natural threats and skill based courses to empower girl students.

- **Community Resource Sharing:** Monetizing and sharing assets like the Media Production Wing, ELT techniques and Smart Labs with local schools and the public.
- **Sports Academy:** Establishing a Badminton Academy and utilizing football grounds for community sports training.
- **Science Popularization:** Functioning as a community science hub through star-watching sessions, math workshops and bio-farming training for villagers.
- **Student Mobility:** Expanding Student Exchange Programs to provide exposure to different academic environments.

Challenges

- **Student Attrition:** High rate of students leaving midway for Medical/Engineering streams or migrating abroad.
- **Girl Student Drop-outs:** High drop-out ratio among girl students due to socio-economic pressures and marriage.
- **Financial Barriers:** Difficulty in attracting intellectually competent but economically challenged students to self-financing courses.
- **Student Financial Burden:** Many male students bear family financial responsibilities, negatively impacting their academic performance.
- **Systemic Delays:** Lack of time-bound mechanisms for evaluation and certification by the University.

III. IDP FRAMEWORK

A. GOVERNANCE ENABLERS

Strategic Initiative: Decentralized & Participatory Governance

Sullamussalam Science College envisions a governance structure that is transparent, inclusive and participatory, where academic and administrative decisions emerge through collective wisdom and shared responsibility.

Action Plan 1: Staff Council as Executive Body

The Staff Council will function as the primary academic executive body, actively participating in policy formulation, academic planning and institutional decision-making to ensure democratic and inclusive governance.

Action Plan 2: Strengthening the IQAC

The Internal Quality Assurance Cell (IQAC) will be strengthened as the central monitoring and coordinating body to plan, implement and periodically review quality enhancement initiatives across academic and administrative domains.

Action Plan 3: Management Committee for Quality Assurance

A Management Committee for Quality Assurance (MCQA) will be constituted to ensure alignment between institutional vision, management policies and quality benchmarks while supporting academic autonomy and accountability.

Action Plan 4: Governing Body Sub-Committees

The Governing Body will establish functional sub-committees to enhance transparency, decentralization and accountability and to systematically prepare the institution for the autonomous phase.

Action Plan 5: Academic and Administrative Audit

Regular Academic and Administrative Audits will be conducted to assess performance, identify gaps and promote a culture of continuous improvement and evidence-based governance.

B. FINANCIAL ENABLERS

Strategic Initiative: Diversified Resource Mobilization

The institution aims to ensure financial sustainability and growth by diversifying income sources while maintaining affordability, transparency and social equity.

Action Plan 1: Government Grants and Public Funding

The College will proactively identify and access government grants, schemes and subsidies to support infrastructure development, academic expansion, research and student welfare.

Action Plan 2: Alumni and PTA Engagement

Alumni and the Parent - Teacher Association will be actively involved in infrastructure development and academic support through structured donation drives and long-term contribution initiatives.

Action Plan 3: Community - Based Fundraising

Fundraising campaigns will be organized with the participation of students, parents, teachers, alumni and well-wishers to strengthen institutional ownership and shared responsibility.

Action Plan 4: Endowments and Philanthropy

The institution will encourage endowments, philanthropic contributions and sponsorships to create sustainable financial support for infrastructure development, scholarships, research and academic excellence.

Action Plan 5: Revenue through Research and Consultancy

Faculty-led research consultancies, training programmes and patent commercialization will be promoted to generate institutional revenue while addressing societal and industry needs.

Action Plan 6: Optimal Utilization of Core Income

Tuition fees, along with government grants and subsidies, will be optimally and transparently utilized to enhance academic quality, infrastructure and student support services.

C. ACADEMIC ENABLERS

Strategic Initiative: Flexible & Holistic Learning

The institution is committed to nurturing well-rounded learners through flexible curricula, inclusive academic support systems, skill integration and experiential learning practices.

Action Plan 1: Bridge Courses for New Entrants

Bridge courses will be offered to newly admitted students to strengthen foundational knowledge and ease their transition into higher education.

Action Plan 2: Remedial and Advanced Learning Support

The Scholar Support Programme (SSP) for slow learners and Walk With a Scholar (WWS) for advanced learners will be systematized to ensure personalized academic mentoring and inclusive learning outcomes.

Action Plan 3: Skill Based Add-on and Certificate Programmes

The College will introduce skill oriented add-on and certificate courses to enhance employability and align academic learning with industry requirements.

Action Plan 4: Blended Learning Ecosystem

ICT enabled classrooms, Language Lab facilities and digital teaching tools will be integrated to support blended and technology enhanced learning.

Action Plan 5: MOOCs and Institutional LMS

Students will be encouraged to enroll in SWAYAM/NPTEL courses, complemented by institutionally developed LMS based video content for self-paced and flexible learning.

Action Plan 6: Experiential and Participative Learning

Student-centric pedagogies such as experiential learning, collaborative projects, case studies and problem-solving methodologies will be embedded across programmes.

Action Plan 7: Digital Library Enhancement

The existing library will be upgraded into a digital learning hub with

computers and remote access to national and international journals and databases.

Action Plan 8: Innovation and Entrepreneurship Education

Innovative thinking and entrepreneurial skills will be nurtured through structured activities under the Innovation and Entrepreneurship Development Centre (IEDC).

Action Plan 9: Career Guidance and Employability Support

Career guidance services will be strengthened to provide counseling, training and placement support for higher education and employment pathways.

Action Plan 10: Academic and Cultural Exchange Programmes

Academic and cultural exchange programmes will be promoted to enhance cross-cultural understanding and academic exposure for students and faculty.

Action Plan 11: Industry - Relevant Programme Design

Add-on programmes will be designed and periodically updated in consultation with industry experts to meet emerging skill demands.

Action Plan 12: Faculty Development Programmes (FDP)

Regular FDPs will be organized to enhance faculty competencies in pedagogy, research, ICT enabled teaching, collaboration and professional upskilling.

Action Plan 13: Academic Planning and ERP Integration

Curriculum planning, assessment, evaluation, feedback and course diaries will be integrated into the institutional ERP system to ensure effective delivery and continuous academic monitoring.

Action Plan 14: Conferences and Academic Events

The College will organize national and international conferences, seminars and workshops to promote academic discourse and research culture.

Action Plan 15: Innovative and Interdisciplinary Programmes

Innovative interdisciplinary programmes will be introduced to encourage holistic learning and address contemporary societal and academic challenges.

D. RESEARCH & INTELLECTUAL PROPERTY ENABLERS

Strategic Initiative: Research for Community Impact

The institution seeks to cultivate a strong research culture that promotes inquiry, innovation, ethical scholarship and knowledge creation with tangible societal relevance.

Action Plan 1: Departmental Elevation and Research Centres

Postgraduate departments will be upgraded into full-fledged Research Centres with recognized research guides and essential infrastructure to support quality research.

Action Plan 2: Institutional Research Governance

Dedicated institutional platforms will be established to promote a research culture among faculty, manage external consultancies and coordinate extension activities, alongside a student-centric mechanism to mentor and ensure the quality and integrity of undergraduate and postgraduate research projects.

Action Plan 3: Financial Incentives and Seed Funding

The institution will provide seed funding and incentives for faculty publications and innovations, along with financial support for conference participation, professional training and publication charges in high-impact journals.

Action Plan 4: Quality Publications and Citation Enhancement

Faculty and students will be encouraged and systematically guided to publish in UGC-CARE listed and Scopus indexed journals to enhance research quality, citation impact and global academic visibility.

Action Plan 5: Intellectual Property Rights (IPR) Cell

A dedicated IPR Cell will be established to offer technical and legal support for patent filing, copyright registration, and the commercialization of innovative ideas.

Action Plan 6: Technology Business Incubation

The Innovation and Entrepreneurship Development Centre (IEDC) will be

upgraded into a Technology Business Incubator to support student and alumni startups and strengthen the regional startup ecosystem.

Action Plan 7: Collaborative and Interdisciplinary Research

A culture of collaborative learning will be fostered through inter-departmental and industry-linked research projects, supported by MoUs with research institutions and industries for internships and real-world problem solving.

Action Plan 8: Faculty Development and Liberal Leave Policy

A Liberal Leave Policy will be implemented to encourage faculty members to pursue doctoral studies under the Faculty Improvement Programme (FIP), thereby increasing the number of Ph.D. holders and strengthening the research ecosystem.

E. HUMAN RESOURCES ENABLERS

Strategic Initiative: Faculty Empowerment.

The institution recognizes faculty and staff as its core strength and is committed to creating an enabling environment that supports professional growth, ethical practice, well-being and academic leadership.

Action Plan 1: Continuous Professional Development

The College will invest in faculty development through regular workshops on modern pedagogy, research methodologies and digital teaching tools, with mandatory participation in Orientation and Refresher Courses for career advancement.

Action Plan 2: Merit-Based Performance Management

A transparent faculty evaluation system incorporating student and self-assessment will be implemented to promote accountability and professional excellence.

Action Plan 3: Diversity, Equity and Inclusion Initiative

Inclusive recruitment and admission practices will be strengthened to ensure

representation from marginalized communities and Persons with Disabilities (PwD).

Action Plan 4: Staff Well-being and Professional Growth

Professional development opportunities will be extended to administrative and technical staff, along with well-being initiatives such as mental health support, health benefits and flexible work arrangements wherever feasible.

Action Plan 5: Research Support Services

Dedicated administrative support will be provided to assist faculty in identifying funding opportunities and applying for external research grants and projects.

Action Plan 6: Digital Infrastructure and Communication

State-of-the-art digital infrastructure will be ensured for academic and administrative functions, supported by a centralized ERP/LMS platform to enable transparent communication and efficient information sharing among all stakeholders.

F. NETWORKING & COLLABORATION ENABLERS

Strategic Initiative: Industry - Academia Linkages

The College aims to build strong and mutually beneficial partnerships with industry, government bodies and educational institutions to enhance skill development, employability and community engagement.

Action Plan 1: MoUs for Skill Development and Internships

The institution will enter into MoUs with industries for skill training, curriculum planning, resource sharing and structured internship opportunities for students.

Action Plan 2: Student Exchange Programmes

Student exchange programmes will be promoted with national and international institutions to broaden academic exposure, cultural understanding and experiential learning opportunities.

Action Plan 3: Certification and Skill Upgradation Partnerships

MoUs will be established with authorized certification agencies such as NSDC and NCVT to facilitate skill upgradation and industry - recognized certification for students.

Action Plan 4: Industry - Integrated Seminars and Workshops

Regular seminars, workshops, and expert sessions will be organized in collaboration with industry professionals to bridge the gap between academic learning and real-world practices.

Action Plan 5: Collaboration with Local Self Governments (LSGs)

Partnerships with Local Self Governments will be strengthened to implement community development projects such as waste management initiatives and social surveys, integrating academic learning with societal needs.

Action Plan 6: School Networking through Literacy and Numeracy Initiatives

The Child Literacy and Numeracy Programme will be leveraged to establish sustained academic linkages with neighboring schools as feeder institutions.

Action Plan 7: Sharing of Sports and Physical Education Facilities

Collaborations with neighbouring schools will be developed for shared use of sports infrastructure such as the indoor stadium and football ground to promote physical well-being and community bonding.

G. PHYSICAL ENABLERS

Strategic Initiative: Campus Planning with Eco-Friendly Infrastructure

The institution is committed to developing a sustainable, learner-friendly campus that balances infrastructure growth with environmental responsibility and efficient resource utilization.

Action Plan 1: Comprehensive Campus Master Plan

A long-term campus master plan will be developed to guide phased

infrastructure expansion and ensure optimal utilization of available physical and natural resources.

Action Plan 2: Library Expansion

The library will be expanded with additional reading and learning spaces to support growing academic needs and evolving learning practices.

Action Plan 3: Academic Infrastructure Expansion

New classrooms and laboratories will be constructed and upgraded to meet the infrastructural requirements of newly introduced and expanded academic programmes.

Action Plan 4: Renewable Energy Adoption

Solar power generation will be scaled up to meet at least 60% of the campus's energy requirements, reducing dependence on conventional energy sources.

Action Plan 5: Scientific Rainwater Harvesting

Rainwater harvesting systems will be installed across academic blocks to promote water conservation and sustainable water management.

Action Plan 6: Campus Biodiversity Enhancement

The campus will be made greener by planting native and exotic fruit tree species to enhance biodiversity and ecological balance.

Action Plan 7: Solid Waste Management System

A scientific solid waste management system will be operationalized to treat biodegradable waste and promote responsible waste disposal practices.

Action Plan 8: Plastic-Free Campus Initiative

The use of plastic materials will be minimized through strict green protocols across all campus activities, reinforcing the commitment to a plastic-free campus.

H. DIGITAL ENABLERS

Strategic Initiative: Smart Campus

The institution aims to transform the campus into a digitally empowered learning and governance ecosystem that enhances accessibility, efficiency, transparency and academic innovation.

Action Plan 1: High-Speed Campus Connectivity

A dedicated Campus Area Network will be established to provide high-speed, structured Wi-Fi connectivity across all academic and administrative blocks.

Action Plan 2: Paperless Governance and Digital Administration

All key administrative processes, including admissions, fee collection, examinations and faculty remuneration, will be transitioned to a secure, integrated Educational ERP system to ensure transparency and efficiency.

Action Plan 3: ICT Enabled Classrooms

All classrooms will be equipped with smart boards and high speed internet connectivity to support technology enabled and interactive teaching and learning practices.

Action Plan 4: Digital Library Automation

The library will be fully automated using RFID technology and enhanced with remote access to N-LIST/INFLIBNET and other academic digital resources.

Action Plan 5: Advanced Online Teaching and Learning Platform

An advanced online learning platform with two way communication, real-time student progress monitoring and a digital content repository will be developed to support blended learning.

Action Plan 6: Cybersecurity, Data Privacy and Disaster Recovery

Robust cybersecurity measures will be implemented through secure servers and cloud solutions, supported by comprehensive data privacy protocols and disaster recovery plans to protect institutional data.

Action Plan 7: Enhanced Digital Presence and E-Placement

The institution's digital presence will be strengthened through a dynamic website, computerized examination systems, e-placement initiatives, and an active online alumni network to support mentorship and global career opportunities.