



INSTITUTE DEVELOPMENT PLAN

2024-2029



APRIL 30, 2024

COLLEGE OF SOCIAL WORK (EMPOWERED AUTONOMOUS) NIRMALA NIKETAN INSTITUTE
38, New Marine Lines, Churchgate, Mumbai

I. INTRODUCTION

College of Social Work (Autonomous), Nirmala Niketan Institute was founded in 1955 by a society of Daughters of the Heart of Mary, whose charism is to readily respond to felt needs of the people according to the signs of the times. In the years following the independence of India, the founders discerned that the nation's struggle for development would be served not so much by material relief as by sensitive social concern and insightful committed action. Accordingly, the College was founded to realize its vision. The Institute of Social Service Trust managed the College till 1978. Since 1978, the Nirmala Niketan Institute has become the parent body of the College.

The College, then called as the School of Social Work awarded its own Diploma till 1965 as it was in practice then. The institute sought affiliation for MSW program from University of Bombay under the Faculty of Arts and got it in 1969. Realizing the need to respond to professional interventions at different levels, the College also started its university recognized three-year BSW program in 1971. The University recognized the college as a Doctoral research centre and enabled students to enrol for Ph.D. program in social work from 1997. In the early 2000s, the Extension Centre was setup catering to the needs of lifelong learners who are not able to enrol in formal education. In addition to training programs in para social work and para counselling, PG Diploma programs in CSR, Counselling, Child Rights, Research Methodology, etc are offered in part time mode. Since July 2022, MA (Social Innovation and Entrepreneurship) is offered in self-financing mode. These programs are revised periodically to ensure that the educational content is relevant to the social reality of contemporary life.

Under article 30(1) of the Constitution of India, the college has received the catholic minority status since 1995 and thus has 50 percent seats reserved for the catholic minority, As an academic institution our goal is to build a cadre of professional social workers, irrespective of caste, creed and sex, equipped with a keen intellectual ability to analyse the complex social reality and to effectively intervene as catalysts of social change at multiple levels in society. The college thus admits everyone without discrimination, based on merit, interest and other legal provisions.

Over the years, the College has been evolving its specific commitments, which relate to all aspects of its functions namely, teaching, field instruction, research, administration, and field action projects. It encourages its teaching and non-teaching staff to get involved and contribute to the community through these services. The primary emphasis of the curricular and co-curricular programmes is on the most disadvantaged urban and rural population.

The College of Social Work, Nirmala Niketan is reaccredited (Third Cycle) by the National Accreditation and Assessment Cell (NAAC) with A Grade (3.53 CGPA out of 4) in May 2015 valid up to 31st Dec 2024. On 12th Feb 2019, the University Grants Commission has conferred Autonomous Status for a period of ten years *w.e.f* 2019-2020 to 2028-2029. On 29th June 2024, the University of Mumbai as per the Maharashtra Government Gazette Uniform Statute no. 1 of 2023 dated May 2023 has granted Empowered Autonomous Status to the College of Social Work for a period of ten years from the academic year 2024-25 to 2033-34. In National Institutional Ranking Framework (NIRF) by the Ministry of Education, Government of India, India Rankings College of Social Work Nirmala Niketan is Ranked as follows:

- *In 2020: 62 Rank*
- *In 2021: 71 Rank*
- *In 2022: 69 Rank*
- *In 2023: 57 Rank*
- *In 2024: in the band of 101 to 150 Rank*

II. CONTEXT OF IDP

University Grants Commission (UGC) has issued guidelines for Higher Education Institutions to draft a dynamic Institutional Development Plan (IDP) for students and faculty. This move comes as a direct result of the rapid NEP 2020 implementation across HEIs in the country to boost productivity and innovation in teaching and learning practices in the higher education foray. In an interview with The Hindu, the UGC Chairperson, Dr M. Jagadish Kumar, highlighting the aims of the guidelines said: “It outlines the long-term vision, mission, and objectives and the strategies and actions required to achieve these goals. By adopting this IDP, HEIs can achieve effective functioning, growth, and sustainability since it provides a roadmap for success, improves resource management, and fosters a culture of accountability and continuous improvement”

What do the new IDP Guidelines Propose?

As the higher education governing body is in the process of facilitating a wide transformation of existing curricula and teaching-learning methods, the new set of guidelines is a direct influence on UGC’s proactive attempts to enhance academia and research standards. Some proposed guidelines include:

- **Physical restructuring of campuses:** According to the guidelines, campuses should be updated through infrastructure improvements in a way that promotes effective communication between academic, research, outreach, cultural, and operational activities. Emphasis also lies in creating spaces for artistic expression, originality, and physical activity. Additionally, there's a focus on essential facilities, including psychosocial counselling services.

- Embracing digital methods: The guidelines claim that digitization has many benefits, including improved learning experiences, increased morale, improved communication, increased transparency, competitive advantage, and quicker decision-making. UGC advises Higher Education Institutions (HEIs) to develop a roadmap embracing ICT and virtual technologies for learning and teaching.
- Seeking external funding: The guidelines propose HEIs to identify and prioritize funding sources, including government grants, alumni donations, private sector partnerships, and fundraising campaigns. It encourages government as well as private institutions to establish a sustainable revenue strategy that incorporates tuition fees, government grants, sponsored research initiatives, private sector partnerships, endowments, philanthropic contributions, CSR, and intellectual property royalties.
- Realignment of existing curricula: The guidelines include planning and implementation procedures that HEIs can use to match their current curricula to important national frameworks like the National Education Policy, National Credit Framework, National Higher Education Qualifications Framework, and National Skills Qualifications Framework. Additionally, they deal with training, capacity building, and faculty development along with equipping students with modern skills, such as upskilling and reskilling the existing workforce.

Overall, the newly issued Institutional Development Plan guidelines by the University Grants Commission mark a significant step towards the transformation of higher education institutions in the country. By providing a roadmap for success, promoting resource management, and fostering a culture of accountability and continuous improvement, these guidelines will ultimately pave the way for effective functioning, growth, and sustainability in the higher education sector.

Some of the key aspects in the *NATIONAL SCENE* during the recent times are as follows:

- The ***National Education Policy 2020***, lays emphasis on the integration of the general (academic) education and vocational education & training/skilling with provision for seamless horizontal and vertical mobility between the two for lifelong learning. Such integration shall enable desired reforms in the education and skilling systems. In addition, this integration of vocational education and training/ skilling programmes into mainstream education at all levels, as is highlighted in NEP 2020, will lead to removal of distinction between general and vocational education and training/ skilling while at the same time enable establishing academic equivalence between the two which is the most important way of making the vocational education and training/ skilling aspirational’ for the youth.
- The ***National Credit Framework (NCrF)*** proposes that the number of credits per year for 1200 learning hours will be 40. Accordingly, every semester will comprise of 20 credits. Any additional program/ course undertaken by the student/ learner beyond

the 1200 learning hours or beyond the purview of the course syllabus, shall be considered for additional credits that can be earned by the student/ learner. Therefore, the minimum credits that a student/learner can earn in a year shall be 40.

- The ***National Higher Education Qualification Framework (NHEQF)*** is an instrument for the development, classification, and recognition of Higher Education qualifications along a continuum of levels from 5 to 10, with levels 1 to 4 of the National Skills Qualifications Framework (NSQF) covering school education. Students on completion of the chosen programme (s) of study under the NHEQF must possess and demonstrate the graduate profile/attributes defined in terms of the expected learning outcomes.

In addition to the above national context, being a premier institute of Social Work, College has to adhere to the norms established by the International Association of Schools of Social Work (IASSW) and the International Federation of Social Workers (IFSW) pertaining to the Global Standards for Social Work Education and Training <https://www.iassw-aiets.org/wp-content/uploads/2020/11/IASSW-Global-Standards-Final.pdf>.

III. OUR FOUNDATION

Vision:

To build a just and dignified social order by empowering vulnerable and marginalised people, guided by the values of human dignity, social justice, and the ideals enshrined in the Indian Constitution.

Mission:

1. To educate young professionals with a global outlook and a commitment to social justice, thereby helping them become ethical leaders and advocates for marginalised people.
2. To provide comprehensive academic programs at the Pre-Vocational, Certificate, Diploma, Bachelor's, Master's, and PhD levels in social work and applied social sciences, equipping both regular and lifelong learning students with the skills and knowledge necessary to address local and global social challenges.

Values:

Compassion, Integrity, Self-respect, Tolerance, Empathy, Moderation

IV. INTERNAL SCAN

<i>Strength</i>	<i>Weakness</i>	<i>Opportunities</i>	<i>Challenges</i>
Faculty with requisite academic qualification and experience in field	Require Marathi language reference books for all classes across all subjects – knowledge creation	Linkages with other Social Work Colleges and playing a key role as Centre of Excellence	Need for Research Guides with 4 th year students with NEP
Credibility of NNI as an institution-credibility in UGC, University of Mumbai, and in Social Work global academia	English language/ IT knowledge improvement for students from rural/ marginal communities	Instead of tradition form of books, free digital textbooks can be published by college through open source	With multiple Entry / Exit for Students – many may drop out of college. It's important to keep the programs attractive
Supportive management	Limited Space hindering expansion	Documentation of field outreach	Salary not attractive in self-financed section
Academic/ curricular processes and policies are well laid out	Presence on Social Media Accounts – especially Instagram	Repacking our programs with market orientation	Trace the reasons why there are dropouts of students
Optimum utilization of Infrastructure, and access to Smart Classrooms and other teaching-learning tools	Alumni Linkage as well as International and National Collaboration with major universities	Autonomous Status, and good standing in NIRF Ranking can help us gain national attention in media	A lot of subjects to study under NEP – there is course completion fatigue
UpToDate Library – Bio metric entry, CCTV Camera, Cloud based Commercial Software for Books, Anti-Plagiarism Software, Cloud based	Need to track Student Progression (such as passing NET and other qualifications, enrollment in foreign university)	Expand self-financing section with an MA in the Human Resource Management and Labor Relations	Third Year to be more rigorous while designing BSW curriculum – given some may move out and not be eligible for 4 th year

Diversity in terms of Geographical Region, Region, Religion Gender, SC/ST, PWD	Research and Publications needs to substantially increase	Student Centered Teaching and learning through OBE	Developing indigenous knowledge base in social work
Student Welfare is prioritized – Midday Meal, Laptop Bank, Scholarship for Meritorious and Needy students, etc	Pending NOCs from the Government for recruitment of aided faculty members	Synergize in terms of availing allied courses from other Colleges. For example, Open Elective for BSW can be obtained from Home Science College and vice versa.	Increasing teaching workload and multiple admin roles could lead to burnout of faculty as the strength of faculty is low, need to prepare for it mentally
Relationships are strong with local Community, NGOs and CBOs	Skills Canva, InDesign, GSuite, Power Bi, Salesforce, etc	Implementing NEP, NCrF, NHEQF, ABC, etc. in spirit	Subjects allotted to Faculty for at least 3 years to maintain constancy

V. GOALS AND ACTION PLAN

Goals

- A. Strengthen student and alumni engagement
- B. Revamp curriculum and achieve higher accreditation standards
- C. Expand research and development capabilities
- D. Enhance examination, infrastructure, and administrative efficiency
- E. Prepare for Transforming in to Multidisciplinary Institution.

Action Plan

1. Developing Motivated and Energized Faculty

The College recognizes that its faculty are the cornerstone of academic excellence and institutional growth. To sustain high levels of motivation, the College will introduce structured faculty development programs that include workshops, national and international conferences, short-term courses, and opportunities for research fellowships and sabbaticals. These initiatives will ensure that faculty remain energized, intellectually stimulated, and at the forefront of social work education.

Leadership responsibilities will be distributed equitably among faculty members to prevent burnout and foster a culture of shared governance. Rotating committee leadership roles every three years will ensure fresh perspectives while giving each faculty member an opportunity to contribute to institutional decision-making.

In addition, mentorship programs will be formalized, pairing younger faculty with senior colleagues to promote collaborative teaching, joint research, and mutual learning. Recognition mechanisms such as annual awards for excellence in teaching, research, and community service, as well as research publication incentives, will further create an environment of motivation and achievement.

2. Teaching, Learning and Education Technology

To enhance student learning outcomes, the College will deepen its commitment to outcome-based education (OBE), integrating competency-driven syllabi with blended pedagogies. Faculty will design courses that actively combine classroom teaching, field-based instruction, and technology-enabled learning, thus equipping students with critical thinking and applied skills relevant to the social sector.

The expansion of digital infrastructure is central to this vision. The Moodle Learning Management System will be strengthened as the central academic platform, supported by access to e-books, plagiarism detection software, and AI-assisted assessment tools. Faculty will be trained in using digital tools effectively to promote interactive and participatory learning environments.

The College will also broaden students' access to Massive Open Online Courses (MOOCs). Up to 40 percent of the student's course load may be undertaken via the SWAYAM platform. To facilitate this, an in-house MOOCs Cell will be established to coordinate the development of online content and integration of external courses. Examination reforms will be aligned with NEP 2020 and Academic Bank of Credits (ABC) guidelines, ensuring that assessment systems reflect continuous, comprehensive, and flexible evaluation models.

3. Research, Development and Innovation

The College of Social Work places a strong emphasis on cultivating a vibrant research culture that addresses both academic and societal needs. To achieve this, the Research and Development Cell (RDC) will be further strengthened with the establishment of two specialized mechanisms: an Institute Ethics Committee (IEC) to review proposals and ensure ethical integrity, and a Board of Research Studies to oversee research quality and award responsibilities. These structures will ensure rigorous academic standards while providing students and faculty with the necessary support for their research endeavors.

The institution will encourage the creation of a long-term research agenda focused on areas of collective faculty expertise. This "research community" model will foster collaboration across disciplines and provide continuity in scholarly output.

Faculty members will be encouraged to pursue sponsored and commissioned research, with a target of two to four such projects annually. Additionally, each faculty member will aim to publish at least one article in Scopus- or Web of Science-indexed journals, supported by an institutional incentive grant for high-quality publications.

In line with global academic practices, the *Perspectives in Social Work* journal will be transitioned into an online, peer-reviewed platform with infrastructure designed to meet Scopus indexing requirements. Simultaneously, efforts will be made to build capacity in intellectual property rights (IPR), policy-focused studies, and applied innovations. Training workshops for faculty and students will ensure that research is not only academically sound but also socially relevant, with a tangible impact on policy and practice.

4. Industry–Academic Partnership

Building sustainable partnerships with industry and civil society is essential to bridge the gap between academic learning and practical application. The College will establish an Industry Advisory Board comprising representatives from the corporate sector, NGOs, and CSR foundations. This board will provide insights into curriculum development, ensuring that programs remain relevant to the evolving demands of the labor market and social sector.

Strategic collaborations with companies such as India Bulls, Tech Mahindra, and other socially responsible enterprises will be pursued to support scholarships, internships, and research funding. Such partnerships will not only provide financial resources but also open pathways for students to engage with real-world problems through applied projects.

Through CSR collaborations and joint ventures, the College will position itself as a hub for socially responsible innovation. These partnerships will enhance employability, create opportunities for joint training programs, and enrich the experiential learning component of social work education.

5. Institution's Placement Plan for Students

The employability of graduates is a core priority for the College. To address this, a Career Guidance and Placement Cell will be institutionalized, headed by a full-time Placement Officer. This cell will coordinate recruitment drives, internships, and career counseling activities, ensuring a structured pathway for students from classroom to workplace.

The Cell will also conduct regular training in grooming, job-readiness, and career planning, equipping students with the soft skills necessary to succeed in diverse professional environments. To encourage participation from a wide range of employers, the College will waive fees for recruiting organizations, thereby lowering barriers for companies to engage in campus placements.

Recognizing the challenges faced by outstation students, the institution will maintain a database of hostels and rental accommodations in the vicinity of the campus. Together, these initiatives will create a comprehensive placement ecosystem that supports students in their transition from higher education to employment or entrepreneurial ventures.

6. Achieving the Target for Accreditation

Accreditation is both a benchmark of quality and a roadmap for institutional improvement. In the coming years, the College will actively prepare for its next NAAC cycle, focusing on maturity-based accreditation that demonstrates consistent institutional growth and innovation. To retain and enhance its NIRF ranking, the College will adopt evidence-based strategies that prioritize teaching excellence, research output, and student support systems.

Continuous feedback mechanisms will be put in place to gather insights from students, alumni, and employers. This data will inform curriculum revisions, faculty development, and administrative improvements, thereby creating a cycle of accountability and enhancement. Annual academic and administrative audits will further institutionalize quality assurance, while ensuring transparency and stakeholder engagement in the accreditation process.

7. Incubation and Start-up

The College recognizes entrepreneurship as an important pathway for social transformation. Through the Institution Innovation Council, incubation programs will be established to support students and alumni interested in developing social enterprises and grassroots start-ups. These programs will offer structured mentorship, capacity-building workshops, and exposure visits to successful enterprises.

Seed funding and incubation support will be mobilized through alumni contributions, CSR collaborations, and partnerships with social venture funds. The focus will be on fostering enterprises that address pressing social challenges, particularly in areas such as community development, health, education, and sustainability. By embedding innovation into the curriculum and providing structured incubation opportunities, the College will create an enabling environment for students to become social entrepreneurs and job creators.

8. Alumni Engagement and Activities Plan

Alumni are vital partners in the College's growth and legacy. To strengthen these bonds, the College will institutionalize Alumni Day as a flagship annual event, creating a platform for networking, recognition, and collaboration. Alumni will also be integrated into orientation programs, skills workshops, and mentoring sessions, allowing them to contribute directly to the development of current students.

A project-based alumni funding model will be developed, encouraging alumni to sponsor specific initiatives such as the Midday Meal program or scholarships for needy students. This approach not only mobilizes resources but also fosters a sense of ownership and belonging among alumni.

Furthermore, a robust alumni tracking system will be established to document career progression, higher education pathways, and professional achievements. This database will serve both as a tool for institutional visibility and as a resource for building a global alumni network that supports the College in multiple dimensions.

9. Basic Infrastructure Development Plan

To provide an optimal learning environment, the College will continue to modernize its physical and digital infrastructure. Classrooms will be transformed into smart, technology-enabled spaces, equipped with digital boards, audio systems, and flexible layouts to promote interactive pedagogy. Notice boards and creative spaces will be incorporated to encourage student-led initiatives and peer learning. The IT infrastructure will be upgraded with new editing systems, licensed SPSS software across all computers, assistive technologies for differently-abled students, and an expanded laptop bank. The College also envisions enhancing sports and wellness infrastructure by setting up a gymnasium aligned with *Fit India* specifications, along with upgrading counselling and cafeteria facilities to better serve students' holistic needs. Looking ahead, the College will prepare for the acquisition of land for a rural or satellite campus, alongside plans for new building development. These initiatives will ensure that the institution continues to meet the needs of a growing student body while maintaining world-class standards of infrastructure.

10. Skill Development of Non-Teaching Staff

Recognizing the importance of administrative efficiency, the College will invest in the professional growth of its non-teaching staff. Regular training sessions will be conducted in office automation, IT applications, and financial management systems, ensuring that staff are equipped to handle increasingly digitized workflows. Staff will be encouraged to participate in administrative capacity-building workshops at the state and national levels. By upgrading their skills, the College will foster an environment of professional pride and efficiency. Additionally, service contributions will be formally acknowledged through awards and career progression opportunities, thereby motivating staff and ensuring long-term institutional stability.

11. Financial Planning & Resource Mobilization

Sustaining excellence requires diversified and innovative financial strategies. The College will broaden its funding sources beyond student fees by actively mobilizing CSR contributions, alumni donations, philanthropic endowments, and government research grants. Fundraising campaigns, including concerts and crowdfunding drives, will be launched to raise substantial resources for scholarships and infrastructure.

Strategic use of government schemes such as PM-USHA, along with international donor partnerships, will provide further financial stability. The College also plans long-term investments, including land acquisition and new building construction, to expand its academic footprint. By moving away from overdependence on government funds and adopting a multi-source revenue model, the institution will ensure financial resilience and sustainability.

12. Sustainability & Social Responsibility

The College remains deeply committed to advancing sustainability and social responsibility in line with its vision of social justice. Existing best practices—such as gender equality, inclusivity, and student-driven governance—will continue to be prioritized. The institution will further scale up its solar energy generation capacity, reduce its carbon footprint, and strengthen waste management systems as part of its green campus initiative.

To validate these efforts, the College will pursue certifications such as Green Campus accreditation and ISO quality standards. Simultaneously, social responsibility will be embedded in all academic and field action projects, ensuring that students contribute meaningfully to marginalized communities while learning. This dual focus on sustainability and social justice will position the College as a leader in socially conscious higher education.

VI. CONCLUSION

The College of Social Work, Nirmala Niketan Institute, will implement the IDP through a structured, phased, and participatory approach, ensuring alignment between strategic priorities, resources, and outcomes. Each of the twelve strategic areas—from faculty development and teaching excellence to research, industry partnerships, and sustainability—will have clearly defined tasks, timelines, KPIs, and measurable targets. Year-wise deployment, supported by digital dashboards, quarterly and annual reports, and dedicated internal and external review committees, will enable continuous monitoring, accountability, and timely corrective actions. Faculty, students, staff, alumni, and industry partners will be actively engaged in this process, fostering shared responsibility and a culture of collaborative institutional growth.

Implementation will be guided by evidence-based decision-making and a commitment to quality, innovation, and social relevance. By leveraging structured programs, digital infrastructure, research initiatives, incubation support, and sustainable practices, the College aims to enhance teaching and learning outcomes, increase employability, expand community impact, and strengthen its reputation at national and international levels. This integrated deployment strategy ensures that the institution not only meets its accreditation and ranking goals but also evolves as a centre of excellence in social work education, preparing students to become socially responsible leaders and changemakers.

35 KPIs are developed in 12 strategic areas with specific targets to achieve. These will provide quantitative and qualitative benchmarks for monitoring progress.

Strategic Areas	KPIs	Target (Number)
1. Faculty Development	1. FDP/workshop participation per faculty	• 2 per year
	2. Mentorship engagement	• 100% faculty paired
	3. Research publications per faculty	• 1 Scopus/WoS articles per year
	4. Committee/leadership rotation	• Every 3 years
2. Teaching, Learning & Technology	5. MOOCs/SWAYAM course integration	• Up to 40% of coursework
	6. AI-assisted question paper setting	• Pilot in 50% of PG Diploma/MA courses
3. Research & Innovation	7. Sponsored/commissioned projects per faculty	• 1 per year
	8. Participation in research thematic clusters	• 100% faculty involved
	9. <i>Perspectives in Social Work</i> issues published	• 3 issues per year online
4. Industry–Academic Partnership	10. MoUs signed	• 5 partnerships
	11. Internships/placement opportunities per student	• 1–2 per year
	12. CSR-funded initiatives	• 1–2 per year
5. Student Placement & Career Development	13. Placement rate	• 80%
	14. Career counselling sessions	• 4 per year
6. Accreditation & Quality	15. Academic/Admin audits	• Biennial
	16. Feedback implemented	• >80% annually
	17. NAAC preparation	• Achieve “A”/higher maturity grade in next cycle
7. Incubation & Start-up	18. Start-ups supported	• 2 per year
	19. Seed funding per venture	• ₹10,000
	20. Mentorship hours per venture	• 15 hours
8. Alumni Engagement	21. Alumni Day participation	• 50 alumni per year

	22. Alumni mentoring/workshops	• 2 sessions per year
	23. Alumni funding contributions	• ₹5 Lakh per year
9. Infrastructure Development	24. Smart classrooms upgraded	• 70% in 3 years
	25. IT infrastructure access	• 100% faculty & students
	26. University-approved Satellite Campus established	• 1 by the end of the plan period
10. Non-Teaching Staff Development	27. Training sessions	• 2–3 per year
	28. Recognition awards	• 2 staff per year
11. Financial Mobilization	29. CSR/alumni grants	• ₹50 lakh over 5 years
	30. Government schemes applied	• 100% eligible schemes annually
	31. Fundraising campaigns	• 1 Biennially
12. Sustainability & Social Responsibility	32. Solar capacity expansion	• 50–100 kWp in 5 years
	33. Community outreach projects	• 2 new initiatives in 5 years
	34. Green certification	• Achieve in 2 years
	35. ISO certification	• Achieve in 5 years

Progress will be documented and reviewed regularly through Annual Reports summarizing performance across all domains, with trend analysis and recommendations for the next year. To maintain objectivity and ensure corrective action, the following mechanisms are put in place:

- Planning and Implementation Committee: Comprised of IQAC members, the team will create annual plans based on KPIs, and oversee interventions.
- External Review/Advisory Committee: Comprised of CDC external members who are experts from academia, industry, and social sector organizations, the committee will review annual progress, provide benchmarking insights, and suggest strategic improvements.

Based on KPI tracking, the College will identify underperforming areas and implement targeted interventions; adjust timelines, resource allocations, or strategies where necessary. This will help in recognizing and replicating successful practices across departments and inform future IDP cycles.

Addendum 1: IDP Deployment Strategy / Annual Implementation Plan

**COLLEGE OF SOCIAL WORK (EMPOWERED AUTONOMOUS)
NIRMALA NIKETAN INSTITUTE**

Strategic Area	Key KPI	2024–25	2025–26	2026–27	2027–28	2028–29
1. Faculty Development	FDP/ workshop participation	Avg. 1 per faculty	2 per faculty	2 per faculty	2 per faculty	2 per faculty
	Mentorship engagement	Mentorship policy finalized; 50% faculty paired	100% paired	Maintain 100%	Maintain 100%	Maintain 100%
	Research publications per faculty	0.5 avg	1 per faculty	1 per faculty	1 per faculty	1 per faculty
	Leadership/committee rotation	Planning framework	Implement in 50% committees	Full rotation	Maintain cycle	Maintain cycle
2. Teaching, Learning & Technology	MOOCs/SW AYAM integration	Pilot in 10% courses	25% integration	40% integration	Maintain 40%	Maintain 40%
	AI-assisted exam setting	Feasibility study	Pilot in 25% PG courses	50% PG courses	Expand to UG	Full integration
3. Research & Innovation	Sponsored projects per faculty	1 project per 2 faculty	1 per faculty	Maintain 1 per faculty	Maintain 1 per faculty	Maintain 1 per faculty
	Faculty in thematic clusters	Develop 3 clusters	100% faculty join	Sustain clusters	Add 1 new theme	Sustain 100%
	Perspectives in Social Work journal	3 print	Move hybrid	Online model (3/yr)	Scopus-ready	Scopus/WoS indexed
4. Industry–Academic Partnership	MoUs signed	2 MoUs	+1 (total 3)	+1 (total 4)	+1 (total 5)	Maintain 5 active
	Internships/placements per student	In BSW, MA, and MSW	In addition, add for PG Diploma	Maintain internships for all programs	Quality enhancing of all internships	Benchmark all internships
	CSR-funded initiatives	1 pilot	1–2 projects	1–2 projects	2 projects	2 projects
5. Student Placement & Career Development	Placement rate	70%	75%	80%	Maintain 80%	Maintain 80%
	Career counselling sessions	2 sessions	3 sessions	4 sessions	Maintain 4 sessions	Maintain 4 sessions
6. Accreditation & Quality	Academic/Admin audits	Conduct baseline audit	Biennial audit	-	Biennial audit	-

	Feedback implementation	70% implemented	80% implemented	>80% implemented	>85% implemented	>90% implemented
	NAAC readiness	Submission prep	Achieve A/ level- 3 maturity grade			
7. Incubation & Start-up	Start-ups supported	Policy & IIC strengthen	1 start-up	2 start-ups	2 start-ups	2 start-ups
	Venture supported through Seed funding	Policy framing	1 venture	2 venture	2 venture	2 venture
	Mentorship hours	Identify mentors	10 hrs avg	15 hrs avg	Maintain 15 hrs avg	Maintain 15 hrs avg
8. Alumni Engagement	Alumni Day participation	Initiate event	50 alumni	50 alumni	60 alumni	60 alumni
	Alumni mentoring/workshops	1 session	2 sessions	2 sessions	2 sessions	2 sessions
	Alumni funding	₹1 lakh	₹2 lakh	₹3 lakh	₹4 lakh	₹5 lakh
9. Infrastructure Development	Smart classrooms upgraded	20%	40%	70%	Maintain 70%	Upgrade new labs
	IT infrastructure access	80% access	100% faculty access	100% students' access	Maintain	Maintain
	Satellite campus	Feasibility plan	Proposal submitted	Sanction approval	Campus operational	
10. Non-Teaching Staff Development	Training sessions	2 sessions	3 sessions	3 sessions	3 sessions	3 sessions
	Recognition awards	2 staff	2 staff	2 staff	2 staff	2 staff
11. Financial Mobilization	CSR/alumni grants	₹5 lakh	₹10 lakh	₹10 lakh	₹10 lakh	₹15 lakh
	Govt. schemes applied	80% eligible	100% eligible	100% eligible	100% eligible	100% eligible
	Fundraising campaigns	Plan strategy	1 campaign	-	1 campaign	-
12. Sustainability & Social Responsibility	Solar capacity expansion	Feasibility study	20 kWp	50 kWp	75 kWp	100 kWp
	Community outreach projects	1 project	2 projects	Maintain	Expand	Sustain
	Green certification	Policy prep	Apply	Achieve	Maintain	Maintain
	ISO certification	Policy prep	Initiate document collation	Apply	Achieve certification	Maintain