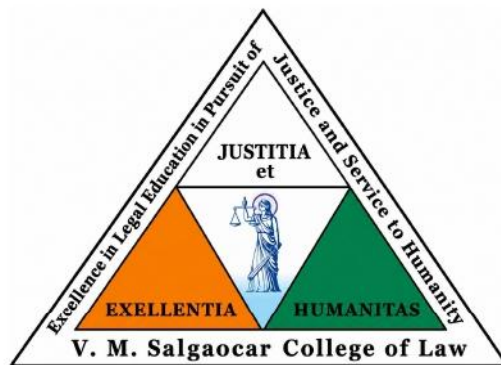


Institutional Development Plan (IDP)




“LET JUSTICE BE DONE THOUGH THE HEAVEN FALL”



V. M. Salgaocar College of Law

Miramar - Panjim

 0832-2462225

Institutional Development Plan (IDP 2024-2034)

V. M. Salgaocar College of Law

1. Institutional Basic Information

a. Institutional Profile

Name of the institution	Devi Sharvani Education Society's V M Salgaocar College of Law	
Head of the Institution	Dr M R K Prasad Principal	
Website	www.vmslaw.edu.in	
		Email
Name of the Vice Principal	Dr. B.S.Patil	bspatil@vmslaw.edu.in
Name of the HoD	Dr. Mrunmayi Vaidya	mrunmayimv@vmslaw.edu.in
Name of the IQAC Coordinator	Dr. Sandhya Ram	sandhyaram@vmslaw.edu.in
NAAC	A (3.20 CGPA)	

b. Institutional SWOC Analysis

Institutional Strength

Leadership: visionary leadership from management to principal

Administration: decentralised and autonomous administration gives ample opportunity for experimentation.

Flexibility in curriculum design: Due to the traditional university set-up, the opportunity to change the curriculum is tedious. As the university has a limited number of legal educational institutions, amending the curriculum is much easier.

Secured campus: The security guard and active CCTV surveillance leading to a secure environment.

National and International Recognition: VMSCL is esteemed both domestically and globally for its academic excellence and contributions to legal education.

Clinical Legal Education: the core strength of the institution lies in the clinical legal education. the core faculty has developed expertise in the area of clinical legal education. this expertise has made the institution as a pioneer in clinical legal education in India.

Experienced and Dedicated Faculty: A highly skilled and committed faculty provides quality education and support to students.

Higher Retraction power: The institution has the highest employee retraction rate. with fairly young faculty, the institution boasts 12 years as average experience of faculty.

Active PTA: active PTA has helped in creating strong bond between key stakeholders.

Zero tolerance policy: Ragging, miscreancy and indiscipline is strongly dealt with. All statutory committees are in place to secure the objective of Zero tolerance.

Diverse and Successful Alumni Network: Graduates are practising professionals across various legal fields, contributing to a broad and influential alumni network.

Safe and Inclusive Campus Environment: The institution promotes a healthy, supportive atmosphere free from toxicity and threats.

Innovative Experiential Learning: Unique hands-on learning opportunities enhance students' practical skills and real-world experiences.

Accessibility: The institution's geographical location is one of its strengths. It is strategically placed for easy access. Another form of accessibility is its proximity to all the judicial set up of the State of Goa, including the high court, district court and other quasi-judicial bodies like the JJ Board, Administrative tribunal, State Human Rights Commission, etc.

Institutional Weakness

Limited Geographical and National Diversity: The institution faces challenges in attracting a diverse student and staff population from various regions and national backgrounds.

Superannuation of Senior faculty: Most of the faculty are nearing their superannuation. There is a need to build second-rung leadership and build experience amongst the young faculty.

Infrastructural Constraints: Existing facilities may not fully meet the growing demands for modern educational and extracurricular activities.

Need for Broader Collaborations: There is a need to extend partnerships beyond the educational sector to include industries and other sectors.

Underdeveloped Alumni Networking: The alumni network lacks cohesion and connectivity, which hampers robust support and collaboration.

Opportunities for Interdisciplinary Research: There is room to enhance interdisciplinary research initiatives, promoting collaboration across various academic disciplines

Institutional Opportunity

Enhancing International Exposure: Expanding global engagement opportunities for students and faculty to broaden horizons.

Shifting to new campus: the new building provides ample space for new activities.

Nurturing local population: The institution can provide Professional education to rural part of Goa.

Strengthening Research and Publications: Increasing the focus on high-quality research and academic output.

Establishing Specialized Legal Chairs: Creating dedicated Chairs in emerging areas of law to foster expertise and innovation.

Scaling up clinical legal education: the institution has been continuously conducting clinical legal education. There is an opportunity to scale it up to next level.

Continuing legal education: the profession has a longer incubation period, and students need hand-holding. The institution sees this as an opportunity to expand its role beyond merely imparting degree education.

Introducing Twinning Degree Programs: Developing joint degree initiatives with other institutions to diversify academic offerings.

Promoting Law Among Youth: Leveraging the growing interest in law among younger generations to attract aspiring legal professionals.

Institutional Challenge

Reliance on Financial Support: The institution depends on management for financial resources to sustain and grow its operations. The challenge lies in developing financial resource beyond fees and management support.

Adapting to a Rapidly Evolving Legal Landscape: Continuous adaptation is necessary due to the fast-paced changes in law driven by AI and communication technologies. The profession faces more challenges than that, and even legal education faces its own.

Preparing Faculty for Emerging Challenges: Training teachers to effectively respond to new educational and professional demands.

Leveraging Alumni Strengths: Identifying ways to fully utilise the expertise and influence of alumni for institutional development.

Maximizing Student Potential: Creating opportunities to nurture students' talents for greater academic and professional success.

Raising clinical legal education to its potential: the clinical legal education activity has achieved its objective, the challenge lies in scaling it up to the next level and improving its potential.

Building an Institution of Excellence: Striving to achieve the highest standards of academic and institutional excellence.

Institutional Development Plan (for next 10 years)

Vision

“Let justice be done though the heavens fall.”

The college vision is to live up to the words of Justice Mansfield, “Let justice be done though the heavens fall.”

The College inspires, motivates, and challenges the teacher and the pupil alike, towards excellence in the field of legal education and stand for justice through the empowerment afforded by legal education. The thrust is on respect for human dignity and the inculcation of basic values that make the legal profession, a noble profession.

Mission

The mission of the College is *Excellentia Justitia et Humanitas*, which means Excellence in legal education, in pursuit of justice and service to humanity.

The College is committed to academic excellence and affords opportunities for learning concepts in law and translating it to legal and social action, through clinical training, research consultancy service and community outreach activities. Our students are oriented to act as agents of social engineering, and become professionally competent and socially relevant.

Action

- Academic, research and community engagement that amplifies the quality and content of legal education.
- Facilitating contribution to law and social change.
- Interdisciplinary and participatory learning through curricular, co-curricular and clinical activities and exposure to legal luminaries and their work.

Core Values

- Adherence to Constitution of India, its ideals, and values
- Commitment to justice and humanitarian values
- Rule of Law and gender equality
- Non-discrimination and Inclusiveness
- Excellence in Legal Education
- Building clarity of concepts in legal learning
- Experiential learning through clinical legal education
- Spirit of inquiry and scientific temper
- Inter disciplinary and dynamic learning
- Promotion of use of technology
- Innovation and research
- Responsible citizenship and contribution towards nation building
- Promotion of sustainable development goals
- Compassion and respect for fellow beings and for the environment

- Professionalism, ethics and integrity of thought and action
- Facilitating conducive and free space for ideas and expression

Goals

The above core values will be adhered to while achieving the following goals

- 1) To transform VMSCL into a Multidisciplinary Education and Research Institution
- 2) To strengthen research capability on the campus by improving publications from the faculty.
- 3) To start new academic programmes in tune with the emerging areas and stakeholders' demands.
- 4) To create a new centre of excellence.
- 6) To promote Teaching and Research Collaborations with Global Universities/institutions
- 7) Promotion and development of research on local laws
- 8) To create MOOCs, SWAYAM courses and also create 'Online Platform' for hosting University online courses.
- 9) To create digital legal content for the consumption of public and needy students and to create a positive digital footprint.

I. Executive summery

The institution has developed plans for implementation of the goals. To achieve same.

1. Transform VMSCL into a Multidisciplinary Education and Research Institution

The transformation of VMSCL into a multidisciplinary education and research institution is envisioned as a decade-long journey that builds upon its strong foundation in legal education. The aim is to gradually expand into allied disciplines such as economics, sociology, political science, and technology, thereby creating an ecosystem where law interacts with other streams of knowledge. This expansion will not only enrich the academic environment but also prepare students for the complexities of modern society where legal issues are deeply intertwined with social, economic, and technological realities. Achievability within ten years is realistic as the

institution adopts a phased approach, beginning with interdisciplinary collaborations and electives, and later moving towards full-fledged programs. Faculty stability is a challenge, but capacity building, training, and partnerships with external experts will bridge gaps. Financial investment will be significant, requiring infrastructure development, regulatory approvals, and resource allocation. However, the long-term dividends include enhanced institutional reputation, broader student intake, and recognition as a hub for multidisciplinary learning. This goal positions VMSCCL not just as a law college but as a center for holistic education, capable of producing graduates who are versatile, socially responsible, and professionally competent in diverse fields.

2. Strengthen Research Capability by Improving Faculty Publications

Strengthening research capability at VMSCCL is both a highly achievable and strategically important goal for the next decade. The institution has the advantage of a stable faculty base, which provides continuity and allows for the gradual cultivation of a strong research culture. The action plan emphasizes creating an enabling environment where faculty members are consistently supported and motivated to publish in peer-reviewed journals, edited volumes, and policy papers. This will be achieved through structured faculty development programs, regular workshops on research methodology, and mentoring initiatives that pair senior scholars with younger faculty. Access to digital libraries, research databases, and modest funding for fieldwork will further empower faculty to undertake quality research. A distinctive niche will be developed by promoting research on local laws, positioning VMSCCL as a thought leader in regional jurisprudence while simultaneously contributing to national debates. Financial investment required is moderate, primarily directed towards subscriptions, training, and small research grants, but the returns are substantial in terms of reputation, visibility, and academic impact. Incentive structures such as recognition awards, integration of research into teaching responsibilities, and opportunities for collaboration will ensure sustained engagement. Over time, improved faculty publications will elevate the institution's academic standing, attract external funding, and inspire students to pursue research themselves. This goal is realistic, positive, and transformative, ensuring that VMSCCL evolves into a knowledge-producing institution aligned with global standards of higher education, while remaining deeply rooted in its local context.

3. Start New Academic Programmes in Emerging Areas

Launching new academic programmes in emerging areas is a highly achievable and forward-looking goal for VMSCL. The legal profession is rapidly evolving, with technology law, environmental law, financial regulation, and human rights becoming central to contemporary practice. By introducing structured programmes in these domains, the institution will ensure that its graduates are equipped to meet the challenges of a dynamic professional environment. This initiative is realistic within the 10-year horizon, provided it is implemented through a phased strategy that begins with electives and certificate courses before expanding into full-fledged degree programmes. The curriculum design can be enriched through adjunct faculty, visiting scholars, and collaborations with industry experts who bring specialised knowledge. Financial investment will be moderate to high, covering curriculum development, accreditation processes, infrastructure upgrades, and outreach, but the returns will be significant in terms of student employability, institutional reputation, and stakeholder confidence. By aligning academic offerings with emerging trends, VMSCL will position itself as a proactive institution that anticipates future needs rather than reacting to them. Careful planning, regulatory approvals, and stakeholder engagement will be essential, but the goal is both positive and achievable. Ultimately, these programmes will diversify the institution's academic portfolio, broaden its reach, and strengthen its profile as a center of excellence in legal education that remains relevant, innovative, and responsive to societal demands.

4. Create New Centers of Excellence

The creation of centers of excellence at VMSCL is a positive and achievable goal that will significantly strengthen the institution's identity and long-term impact. These centres are envisioned as specialised hubs for research, teaching, and outreach in areas such as access to justice, technology and law, and sustainable development. Within the 10-year horizon, it is realistic to begin with one or two carefully chosen centres that align with the institution's existing strengths and gradually expand as resources and expertise grow. The primary requirements are targeted training, capacity building, and collaboration with external experts, which can enrich specialisation and ensure sustainability. While the financial investment required is high—covering infrastructure, staffing, and dedicated resources—the returns are equally substantial. Centres of excellence will elevate the institution's reputation, generate quality research output, and provide students with opportunities for advanced learning and engagement. They will also serve as platforms for interdisciplinary collaboration, policy

influence, and community outreach, thereby extending VMSCL's role beyond the classroom into society at large. Over time, these centres can attract external funding, partnerships, and recognition at both national and international levels. By focusing on niche strengths and building gradually, VMSCL can differentiate itself from other law colleges and establish a unique identity. This goal is ambitious yet achievable, and its successful implementation will consolidate VMSCL's position as a leader in legal education and research, ensuring that the institution remains innovative, impactful, and future-ready.

5. Promote Teaching and Research Collaborations with Global Universities

Promoting teaching and research collaborations with global universities is a highly achievable and transformative goal for VMSCL. Within the 10-year horizon, the institution can establish meaningful partnerships through Memoranda of Understanding, joint research projects, faculty exchanges, and student mobility programs. These collaborations will expose both faculty and students to comparative perspectives, enriching the academic environment and preparing graduates for global professional challenges. Faculty stability is not a limitation here, as partnerships can be structured to include visiting scholars, joint initiatives, and co-teaching arrangements that complement existing expertise. Financial investment will be moderate to high, covering travel, networking, and project costs, but the benefits are substantial: enhanced visibility, access to global knowledge, and improved academic standards. By leveraging niche strengths such as local law research and digital outreach, VMSCL can position itself as an attractive partner for international institutions. Over time, these collaborations can lead to joint publications, conferences, and funded projects, thereby elevating the institution's profile and credibility. This goal is both positive and achievable, ensuring that VMSCL is not only nationally recognized but also globally connected, capable of contributing to international debates and benefiting from cross-border knowledge exchange.

6. Promotion and Development of Research on Local Laws

The promotion and development of research on local laws is a distinctive that aligns closely with VMSCL's strengths and identity. By focusing on Goan laws and regional jurisprudence, the institution can contribute meaningfully to community engagement, policy development, and academic discourse. This initiative requires relatively low financial investment, primarily for fieldwork, documentation, and publication, which can be supported through modest grants and

institutional resources. Faculty stability is an advantage, as existing expertise can be harnessed effectively to drive this research agenda. Students will benefit through experiential learning opportunities, connecting classroom knowledge with real-world legal issues and thereby deepening their understanding of law in practice. Over time, research on local laws can inform national debates, attract collaborations, and establish VMSCL as a thought leader in regional jurisprudence. The impact will be both academic and social, as the institution contributes to access to justice and community empowerment. This goal is achievable early in the plan and will serve as a foundation for broader initiatives in research and outreach. By embedding local law research into its core identity, VMSCL ensures relevance, visibility, and a lasting contribution to both the community and the wider legal landscape.

7. Create MOOCs, SWAYAM Courses, and Online Platform

The creation of MOOCs, SWAYAM courses, and allied courses on different platforms, including institutional online platforms, is a forward-looking initiative that will significantly expand VMSCL's reach and impact. Within the 10-year horizon, the institution can realistically develop a robust digital learning ecosystem, provided faculty are trained in digital pedagogy and supported with appropriate technological infrastructure and incentives. The investment required is moderate, covering platform development, content production, and faculty training, but the returns are substantial in terms of accessibility, visibility, and inclusiveness. By offering online courses, VMSCL will democratize access to legal education, reaching students far beyond its physical campus and fulfilling its social responsibility of widening participation. The VMSCL may invite experts from different institutions to develop e-content for the college platform. Faculty can use their existing expertise and adapt it to digital formats with structured support and capacity-building. This initiative also aligns with national priorities on digital learning, making it possible to attract recognition, funding, and partnerships. Over time, the online platform can host multiple courses, creating a strong digital footprint and positioning VMSCL as a leader in legal education in the digital space. The goal is both positive and achievable, ensuring sustainability, scalability, and relevance in an increasingly technology-driven academic environment. By embedding digital pedagogy into institutional practice, VMSCL will secure its place as a modern, innovative, and socially responsible institution.

8. Create Digital Legal Content for Public and Students

Creating digital legal content for public consumption is different from earlier goal. It is socially impactful goal that complements VMSCL's academic mission. The plan is to produce explainer videos, blogs, podcasts, and digital resources that make legal knowledge accessible to students, practitioners, and communities in need. This initiative requires only moderate investment in content production and hosting, while leveraging the expertise of the existing faculty. Faculty stability is an advantage here, as faculty members can contribute to content creation alongside their teaching responsibilities, ensuring continuity and quality. The impact of this initiative is substantial: digital content enhances the institution's footprint, fulfills its mission of access to justice, and builds credibility in the public domain. Over time, VMSCL can establish itself as a trusted source of legal knowledge, complementing its academic strengths with meaningful social outreach. This initiative also prepares students for professional environments where digital communication and dissemination of knowledge are integral. By embedding digital outreach into institutional practice, VMSCL ensures sustainability and relevance in the evolving landscape of education. Achievable early in the 10-year plan, this goal will serve as a foundation for broader digital initiatives, contributing to both academic excellence and social impact while reinforcing the institution's role as a socially responsible and innovative leader in legal education.

II. Action plan to achieve core values

The core values listed are the values on which the institution is run. The same values will be inculcated among students. Therefore, the institution has developed an action plan to achieve this. Therefore, the action plan is designed for the duration of five years, during which the student will be acquainted with the values that are expected from the student. The duration provided is for a 5-year law course. The three-year timeline will be one year or two semesters per stage.

Foundation Stage (Year 1–2)

- **Orientation modules:** Introduce constitutional ideals, justice values, and rule of law through induction programs, college activities, celebrating important constitutional days.
- **Value workshops:** Interactive sessions on inclusiveness, gender equality, and ethics. Also establish clubs, cells or centers specifically designed to inculcate the values.

- **Experiential exposure:** Early clinical legal education activities (legal literacy camps, mock trials).
- **Idea forums:** Create free spaces for expression — debates, poster campaigns, student blogs.
- **Technology familiarization:** Encourage use of digital tools in legal research and presentations.

Consolidation Stage (Year 3–4)

- **Curriculum integration:** Embed values into assignments, case studies, and interdisciplinary projects.
- **Capacity building:** Train students in ADR, legal aid clinics, and community engagement.
- **Mentorship programs:** Faculty and senior students guide juniors in professional ethics and research.
- **Innovation labs:** Promote student-led projects on sustainable development goals and technology use.
- **Impact assessment:** Regularly revisit activities, collect feedback, and refine methods.

Professional Readiness Stage (Year 5)

- **Professional Ethics Workshops:** Training in integrity, responsibility, and nation-building.
- **Policy & Practice Exposure:** Opportunities to draft legal opinions, PILs, or reform proposals.
- **Alumni Bridge:** Interaction with graduates who embody these values in practice.
- **Sustainability Charter:** Students commit to environmental and social responsibility before graduation.

III. Developing Motivated and Energised Faculty

Short Term

- Faculty Orientation & Value Workshops to conduct sessions on institutional vision, ethics, and teaching innovation.
- Recognition & Incentives – Introduce awards, appreciation notes, and small research grants to energize faculty.
- Skill Development Training – Organize workshops on digital pedagogy, research methods, and student engagement.
- Peer Sharing Forums – Create monthly faculty circles for exchanging teaching practices and challenges.

Mid Term

- Structured Mentorship Programs – Pair senior faculty with juniors for guidance in research and teaching.
- Research Support Systems – Provide access to journals, databases, and modest funding for projects.
- Collaborative Projects – Encourage interdisciplinary teaching and joint research initiatives.
- Work-Life Balance Initiatives – Introduce wellness programs and flexible scheduling to sustain motivation.

Long Term

- **Centers for Faculty Excellence – Establish dedicated hubs for continuous professional development.**
- **Global Exposure – Facilitate international collaborations, exchanges, and conference participation.**
- **Leadership Opportunities – Involve faculty in institutional decision-making and policy development.**
- **Sustainable Motivation Culture – Institutionalize recognition, innovation grants, and impact assessment to keep faculty energized.**

IV. Teaching, Learning and Education Technology

- **Implementation of OBE**

- **Short Term:** Introduce OBE framework in curriculum design and train faculty in outcome mapping.
- **Mid Term:** Align assessments and rubrics with learning outcomes; conduct pilot reviews.
- **Long Term:** Institutionalize OBE with continuous feedback loops and accreditation compliance.

- **Enhancement of Student Progression**

- **Short Term:** Track student performance through diagnostic tools and mentoring programs.
- **Mid Term:** Introduce progression pathways such as internships, skill certifications, and research projects.
- **Long Term:** Establish alumni networks and career services to ensure smooth transition to profession.

- **Multi-disciplinary Teaching**

- **Short Term:** Offer electives and guest lectures from allied disciplines (economics, sociology, technology).
- **Mid Term:** Develop joint projects and interdisciplinary modules with other departments.
- **Long Term:** Launch integrated degree programmes combining law with allied fields.

- **MOOCs and ODL**

- **Short Term:** Train faculty in digital pedagogy and pilot one or two online courses.
- **Mid Term:** Expand MOOCs and SWAYAM offerings; build institutional online platform.
- **Long Term:** Position VMSCL as a national hub for digital legal education with scalable outreach

V. Research, Development, and Innovation

Augment Research Infrastructure

- Short Term: Upgrade access to digital libraries, databases, and research tools.
- Mid Term: Establish dedicated research labs and resource centers.
- Long Term: Build specialized facilities and centers of excellence to support advanced research.

Enhanced Research Funding

- Short Term: Introduce small internal seed grants and encourage faculty to apply for local funding.
- Mid Term: Develop partnerships with government agencies and NGOs for project-based funding.
- Long Term: Secure sustained external grants and endowments to support large-scale research initiatives.

Increase Research Publication

- Short Term: Conduct workshops on writing for peer-reviewed journals and provide mentoring.
- Mid Term: Incentivize publications through recognition awards and integration into faculty appraisal.
- Long Term: Position VMSCL as a leading contributor to national and international journals and edited volumes.

Enhance Research Collaboration

- Short Term: Initiate collaborations with local institutions and professional bodies.
- Mid Term: Expand partnerships to national universities and research centers.
- Long Term: Develop sustained global collaborations with universities and think tanks for joint projects.

VI. Profession-Academic Partnership

Short Term

- Guest Lectures & Practitioner Talks – Invite professionals from law firms, judiciary, NGOs, and industry to share real-world insights.
- Internship Linkages – Formalize short internships with local courts, firms, and legal aid organizations.
- Curriculum Input from Practitioners – Involve professionals in advisory boards to align courses with practice needs.

Mid Term

- Joint Workshops & Training – Conduct skill-based workshops (drafting, negotiation, compliance) co-designed with practitioners.
- Collaborative Research Projects – Partner with law firms, think tanks, and government bodies for applied research.
- Practice-Integrated Courses – Introduce modules taught jointly by faculty and professionals to bridge theory and practice.

Long Term

- Formal Partnership Programs – Establish MoUs with professional bodies for sustained collaboration.
- Centers for Practice & Policy – Create institutional hubs where academics and practitioners co-develop solutions to legal challenges.
- Global Professional Linkages – Build international partnerships with law firms and organizations for student and faculty exchanges.
- Sustainable Career Pathways – Integrate profession-academic partnerships into placement, mentorship, and alumni networks.

VII. Incubation and Startup

Short Term

Establishing an incubation centre that can accommodate five young lawyers and start the practice.

- Office Simulation Setup – Organise the incubation center like a functioning law office with client intake desks, drafting stations, and counseling areas.
- Student Engagement – Assign students to roles (junior associates, paralegals, clerks) to simulate office hierarchy and workflow.
- Pilot Legal Aid Projects – Use the space for real-time drafting of petitions, affidavits, and advisory notes under faculty supervision.

Mid Term

- Professional Mentorship – Invite practicing lawyers to co-mentor students, guiding them through case preparation and client counseling.
- Integrated Curriculum – Link incubation activities with coursework (drafting, advocacy, ADR) so students apply theory in practice.
- Community Outreach – Use the office to host legal awareness drives, document-checking camps, and advisory sessions for local citizens.

Long Term

- Legal Practice Incubator – Position the center as a launchpad for graduates to transition into independent practice.
- Collaborative Chambers – Create shared office models where alumni and senior students can co-work on pro bono or startup legal services.
- Recognition & Partnerships – Seek bar council or professional body recognition, and partner with NGOs or firms to sustain activity.

VIII. Alumni Engagement

Short Term

- Alumni Database & Communication Channels – Build a comprehensive alumni directory and set up regular newsletters, WhatsApp/Telegram groups, and LinkedIn networks.
- Guest Talks & Mentorship – Invite alumni for career talks, skill sessions, and one-to-one mentoring of students.

- Recognition & Visibility – Highlight alumni achievements through institutional website, social media, and annual reports.

Mid Term

- Structured Alumni Association – Formalize the alumni body with elected representatives and defined roles.
- Collaborative Projects – Engage alumni in legal aid, research, and community outreach initiatives.
- Internship & Placement Support – Strengthen career services by leveraging alumni networks for internships and job opportunities.
- Annual Alumni Meet – Institutionalize a flagship event to celebrate alumni contributions and foster connections.

Long Term

- Alumni Endowment Fund – Establish a fund to support scholarships, infrastructure, and research projects.
- Global Alumni Chapters – Create regional/national chapters to expand reach and influence.
- Policy & Advisory Role – Involve alumni in curriculum design, institutional strategy, and quality assurance.
- Sustained Engagement Culture – Ensure alumni remain connected through lifelong learning opportunities, collaborative publications, and recognition awards.

IX. Skill Development for Non-teaching Staff

Short Term

- Digital Literacy Training – Equip staff with basic computer skills, MS Office, and institutional software use.
- Communication & Service Skills – Workshops on professional communication, student interaction, and office etiquette.

- Process Familiarization – Orientation on institutional policies, workflows, and record-keeping practices.

Mid Term

- Advanced IT & Data Management – Training in database handling, online filing, and digital record security.
- Specialized Functional Skills – Role-specific training (library management, accounts, HR, student services).
- Teamwork & Leadership Development – Encourage collaborative projects and supervisory skill building.

Long Term

- Continuous Professional Development – Institutionalize regular refresher courses and certifications.
- Innovation & Problem-Solving Skills – Encourage staff to propose process improvements and adopt new technologies.
- Career Growth Pathways – Create structured progression routes, recognition programs, and leadership opportunities.