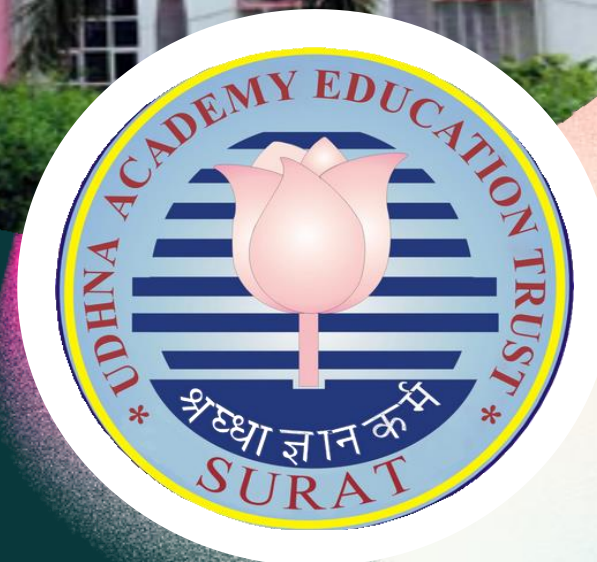


**Udhna Citizen Commerce College
&
SPB College of Business
Administration
&
Smt. Diwaliben Harjibhai Gondalia
College of BCA & IT.
Institutional Development Plan
2025-30**



Address: 214, Ranchhod Nagar,
Udhna - Navsari Main Rd, Opp.
Swami Narayan Temple, Udhna,
Surat, Gujarat 394210

Date of Submission: 05/01/2026



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1 EXECUTIVE SUMMARY

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT. is a self-financed higher education institution committed to delivering quality education in the fields of **Commerce, Management, and Information Technology**. The College offers undergraduate and postgraduate programs including **B.Com., BBA, BCA, M.Com., MMS, and M.Sc. (I.T.)**, serving a diverse student population from urban and semi-urban backgrounds. Supported by a qualified and dedicated faculty, the institution maintains effective academic and administrative systems, with an increasing emphasis on digitalization, industry relevance, and student-centric practices.

The College is guided by a clear vision to empower learners through quality education, skill development, and ethical values. Its mission focuses on holistic student development, adoption of innovative teaching–learning methodologies, industry-aligned curriculum delivery, and contribution to societal and economic development. The strategic goals for the period **2025–2030**, aligned with **NEP 2020**, include strengthening academic excellence, enhancing faculty competencies, upgrading infrastructure and digital facilities, promoting research and innovation, expanding industry–academia collaboration, ensuring student well-being, and improving employability outcomes.

The Institutional Development Plan (IDP) outlines key initiatives such as curriculum enrichment and skill-based programs, faculty development and research support, infrastructure and ICT upgradation, strengthened industry partnerships and placement services, mentoring and mental health initiatives, inclusive education measures, sustainability and green campus practices, and improved governance and financial planning. Through systematic implementation, stakeholder engagement, and continuous monitoring, Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT aims to achieve sustainable institutional growth and enhanced student success during the IDP period **2025–2030**.

2 INSTITUTIONAL PROFILE

| | |
|----------------------------|--|
| Name of the Institution | Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA and IT. |
| Head of the Institution | Dr. Mehul Kumar P. Desai |
| Contact Number | 8980277739 |
| Email Address | Principal_211@vnsgu.ac.in |
| College Website | https://www.udhnacollege.ac.in/ |
| AISHE Code | C-657 |
| UGC Recognition | Recognized under Section 2(f) of the UGC |
| Financial Status | Self-financed |
| Year of Establishment | 2002 |
| Type of Institution | Private |
| Affiliation | Veer Narmad South Gujarat University |
| Programs Offered | B.Com, BBA, BCA, M.Com, MMS, M.Sc. (I.T.) |
| Faculty and Staff Strength | Qualified and experienced teaching faculty supported by trained non-teaching staff. |
| Student Demographics | Students from Udhna and surrounding urban–industrial areas with diverse socio-economic backgrounds. |

3 INSTITUTIONAL SWOT ANALYSIS



3.1 STRENGTHS

- Committed and Visionary Management:** The management of the college demonstrates consistent commitment toward institutional growth, innovation, and quality enhancement, ensuring long-term stability and academic excellence.
- Strong Reputation and Accreditation Status:** The institution enjoys a positive reputation among colleges affiliated with VNSGU and has **UGC 2(f) recognition and participation in NIRF**, enhancing institutional credibility and stakeholder confidence.
- Experienced and Qualified Faculty:** The college has a team of well-qualified and experienced permanent faculty members, with a **median teaching experience of**

approximately seven years, contributing significantly to effective teaching–learning processes and academic mentoring.

- **Student-Centric Infrastructure and Facilities:** The institution is equipped with **smart classrooms, three modern computer laboratories, a well-equipped library** with reprographic facilities, **Wi-Fi-enabled campus, CCTV surveillance, spacious parking, playground, recreation facilities**, and dedicated spaces such as a **girls’ common room**, ensuring a safe and supportive learning environment.
- **Diversity of Academic Programs:** The college offers **B.Com, BBA, and BCA programs**, catering to students from commerce, management, and information technology streams, thereby attracting a diverse learner base.
- **Innovative Teaching–Learning Practices:** Faculty members regularly adopt **experiential and innovative pedagogical approaches**, including role plays, case studies, activity-based learning, and film-based learning, which enhance student engagement and practical understanding.
- **Dedicated Human Resources:** The non-teaching staff is sincere, computer-literate, punctual, and committed to administrative efficiency and student support services.
- **Strategic Location Advantage:** Located in the **industrial and commercial hub of Udhna**, the institution benefits from proximity to industries and ease of access for students from surrounding areas.

3.2 WEAKNESSES

- **Limited Financial Resources:** The institution primarily depends on student fees as its main source of income, limiting large-scale infrastructure expansion and research funding.
- **Evolving Research Culture:** Research output and externally funded projects remain limited, necessitating structured motivation, capacity building, and institutional support for faculty research.
- **Technology Integration Gaps:** While infrastructure exists, continuous upskilling of faculty in advanced digital tools and pedagogies is required to fully leverage technology-enabled education.

- **Academic Preparedness of Students:** A significant proportion of students come from **weaker socio-economic backgrounds** with limited academic foundations, requiring additional mentoring and bridge courses.

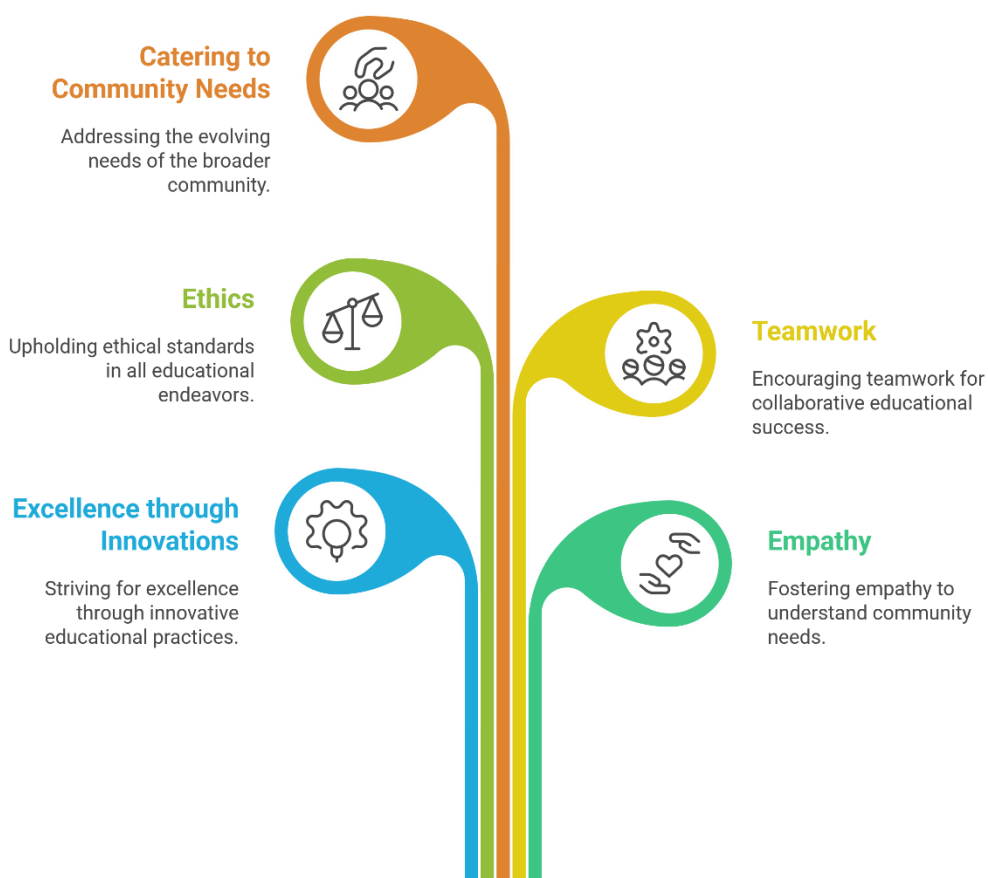
3.3 OPPORTUNITIES

- **Expansion of Academic Offerings:** Introduction of **postgraduate programs**, certificate courses, and **skill enhancement programs** can position the college as a high-quality higher education hub in the Udhna region.
- **Industry Collaboration and Engagement:** The industrial surroundings offer immense scope for **industry partnerships**, internships, live projects, guest lectures, and enhanced employability outcomes.
- **Skill-Based and Value-Added Programs:** Short-term certification courses aligned with industry needs can attract working professionals and generate additional institutional revenue.
- **Entrepreneurship and Incubation Initiatives:** With support from local industry experts, the institution can establish an **incubation center** to promote entrepreneurship, innovation, and start-up culture among students.
- **Government and Regulatory Support:** Implementation of **NEP 2020** and increased emphasis on skill development and digital education create opportunities for institutional growth and diversification.

3.4 CHALLENGES

- **Intense Competitive Environment:** Growing competition from private, autonomous, and technologically advanced institutions may impact student admissions and retention.
- **Rapid Technological Changes:** Continuous technological disruption demands frequent curriculum updates, faculty training, and infrastructure modernization to remain relevant.
- **Changing Employability Requirements:** Dynamic industry expectations require constant alignment of curriculum and skill development initiatives.

4 VISION, MISSION, AND CORE VALUES



4.1 VISION

To be an eminent and vibrant institute for education, our credo will always be excellence through innovations, empathy, ethics and teamwork and to cater to the ever changing needs of community at large.

4.2 MISSION

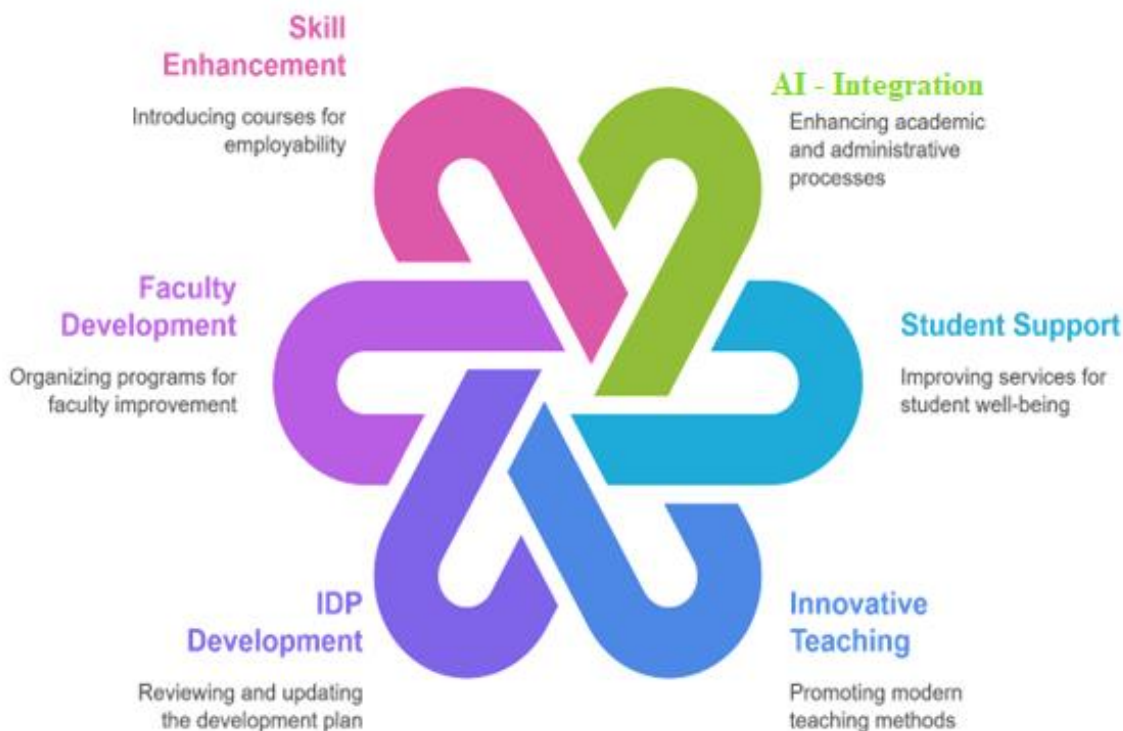
To impart quality education, nurture aspirations and facilitate continuous learning and to contribute to the society by developing outstanding individuals who would take up leadership challenges in various sectors of economy.

4.3 CORE INSTITUTIONAL VALUES

- **Academic Excellence:** The institution is committed to achieving academic excellence by ensuring quality teaching–learning processes, continuous curriculum improvement, and outcome-based education that prepares students for higher studies, careers, and lifelong learning.
- **Integrity and Ethical Values:** The college upholds the highest standards of integrity, transparency, and ethical conduct in academic, administrative, and governance practices, fostering trust and moral responsibility among all stakeholders.
- **Student-Centric and Inclusive Education:** The institution places students at the core of its educational philosophy by promoting inclusive practices, equal opportunities, mentoring, and holistic development, especially for learners from diverse socio-economic backgrounds.
- **Innovation and Industry Relevance:** The college encourages innovation in pedagogy, effective use of technology, experiential learning, and industry interaction to enhance employability, entrepreneurship, and practical competence among students.
- **Social Responsibility and Continuous Improvement:** The institution is dedicated to social responsibility, community engagement, and sustainable practices, while continuously improving academic quality through feedback, evaluation, and professional development initiatives.

5 STRATEGIC GOALS AND OBJECTIVES

5.1 SHORT-TERM GOALS (1–2 YEARS)

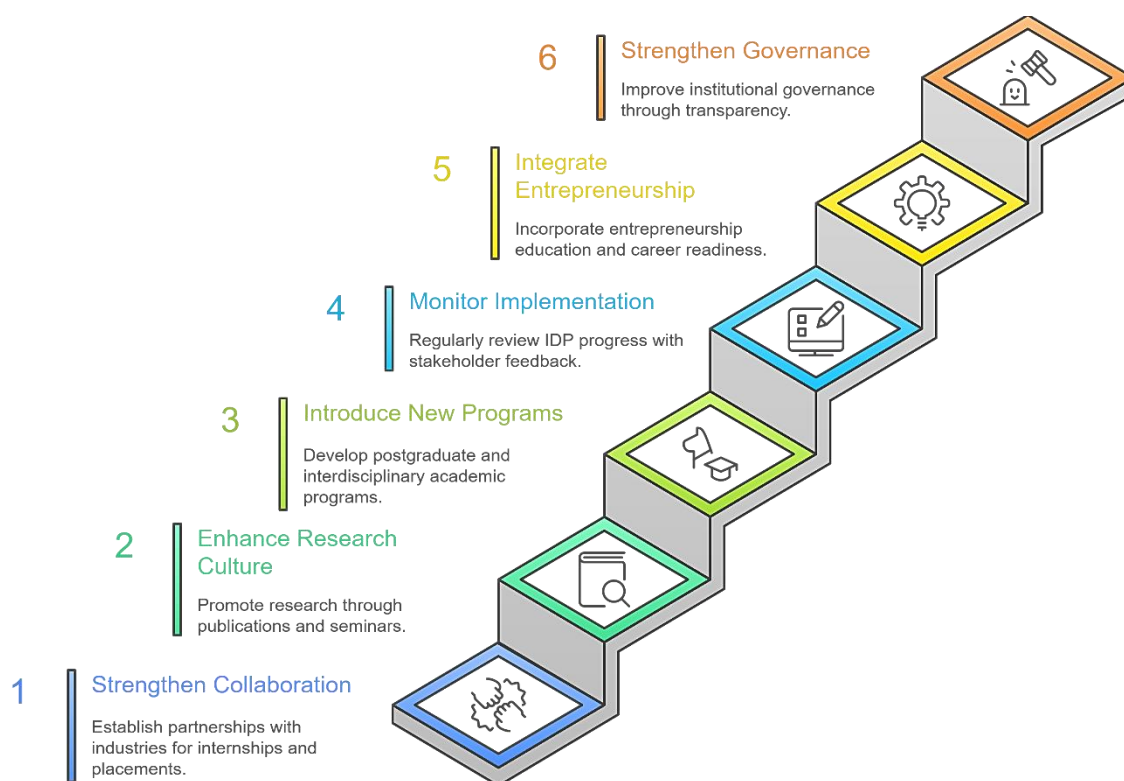


In alignment with the institution’s vision and the requirements of NEP 2020, the following short-term goals are proposed to be achieved within the next one to two years. These goals focus on strengthening academic and administrative efficiency, enhancing student support systems, fostering innovative teaching–learning practices, and promoting faculty development. Emphasis is also placed on systematic planning through the Institutional Development Plan (IDP) and improving student employability through skill-based and value-added certificate courses. Collectively, these objectives aim to ensure holistic institutional growth and improved educational outcomes in the short term.

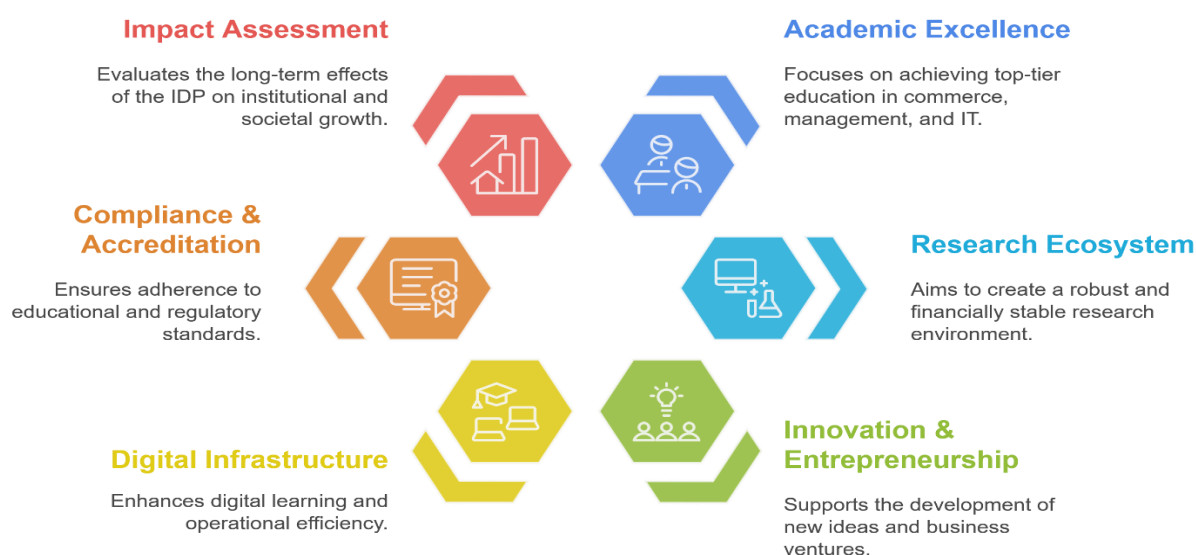
5.2 MEDIUM-TERM GOALS (3–5 YEARS)

The medium-term goals outlined for the next three to five years aim to consolidate the institution’s academic, research, and governance frameworks while strengthening its external linkages. These goals emphasize meaningful industry–institution collaboration, promotion of a robust research culture, expansion of academic offerings, and systematic

monitoring of the Institutional Development Plan (IDP). Further, the institution seeks to integrate entrepreneurship and career readiness initiatives and reinforce transparent, technology-enabled governance practices to support sustainable institutional development.



5.3 LONG-TERM GOALS (5+ YEARS)

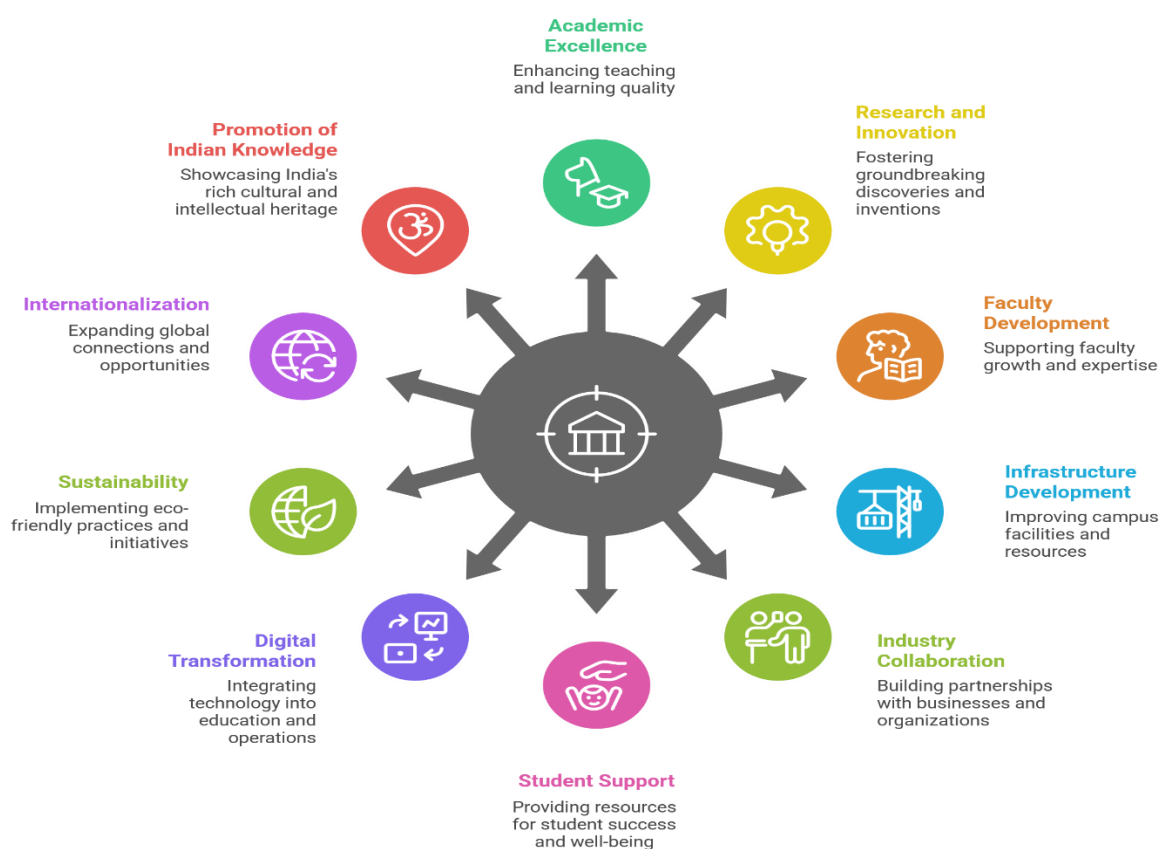


The long-term goals, envisioned beyond five years, are directed towards achieving sustained excellence and institutional maturity. These goals focus on positioning the

institution as a center of excellence in commerce, management, and IT education, supported by a strong and sustainable research ecosystem. Emphasis is also placed on fostering innovation and entrepreneurship, strengthening advanced digital and blended learning systems, ensuring continuous compliance with accreditation and regulatory frameworks, and evaluating the long-term impact of the Institutional Development Plan (IDP) on institutional growth and societal development.

6 KEY FOCUS AREAS

Udhna College recognizes academic excellence as the cornerstone of quality assurance, learner-centered education, and holistic institutional development. In alignment with its vision, mission, and core institutional values, the college is committed to strengthening curriculum relevance, enhancing employability, promoting skill development, integrating technology in teaching–learning processes, and ensuring continuous professional upskilling of faculty to achieve sustained academic quality.



6.1 ACADEMIC EXCELLENCE

Udhna College recognizes academic excellence as the cornerstone of quality assurance, learner-centered education, and holistic institutional development. In alignment with its vision, mission, and core institutional values, the college is committed to strengthening curriculum relevance, enhancing employability, promoting skill development, integrating technology in teaching–learning processes, and ensuring continuous professional upskilling of faculty to achieve sustained academic quality.

PRIMARY OBJECTIVES

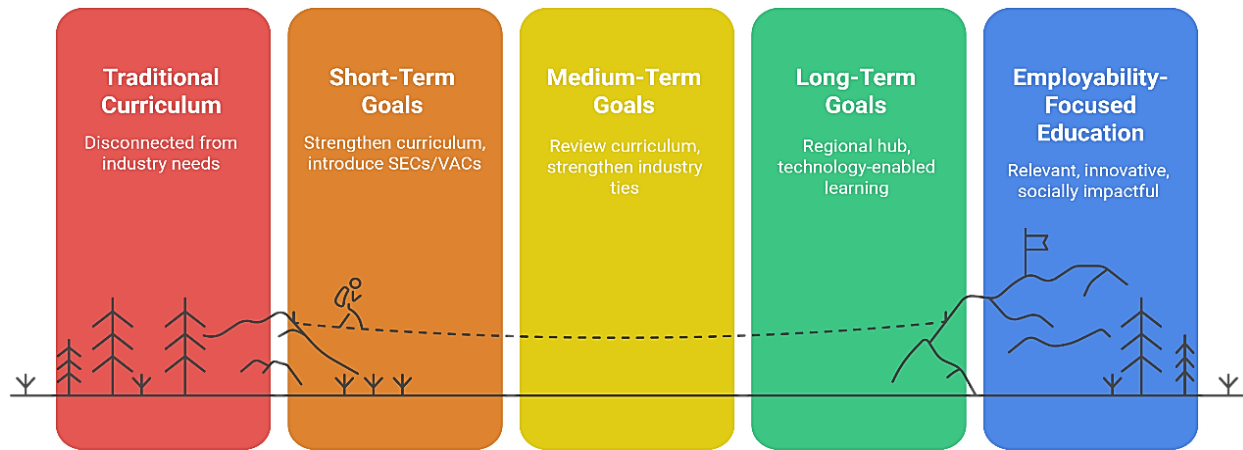
The primary objectives outlined below are aimed at strengthening the academic framework of the institution in alignment with university regulations, UGC guidelines, and the principles of NEP 2020. These objectives focus on curriculum reform, outcome-based education, skill development, and systematic faculty capacity building to ensure quality teaching–learning processes, industry relevance, and holistic student development.



6.1.1 PROFESSIONALLY RELEVANT COURSES

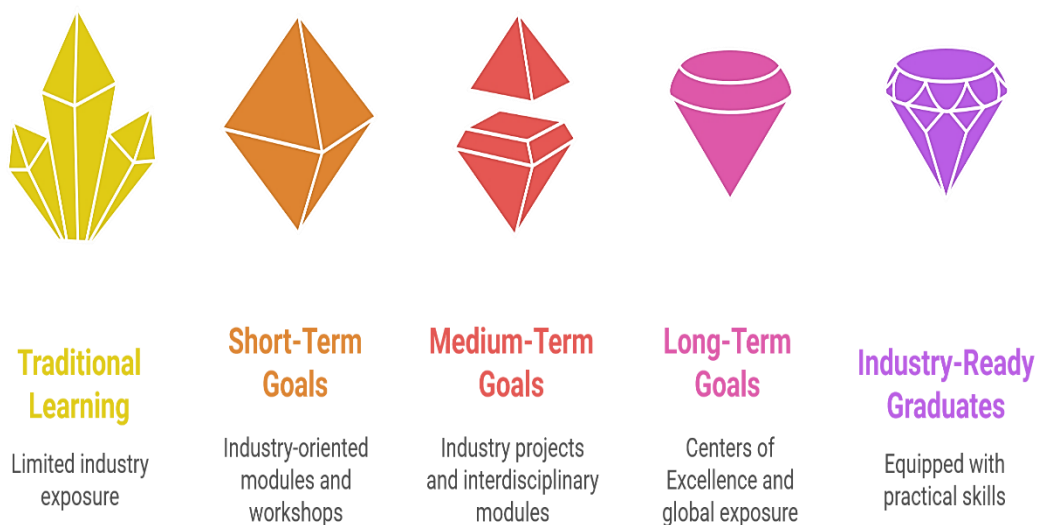
The focus on professionally relevant courses is intended to align academic programs with evolving industry requirements, employability skills, and national education priorities. Through phased short-, medium-, and long-term goals, the institution seeks to strengthen

outcome-based curriculum delivery, promote interdisciplinary and skill-oriented learning, encourage lifelong learning, and integrate technology-driven and globally relevant academic practices to enhance students' career readiness and professional competence.

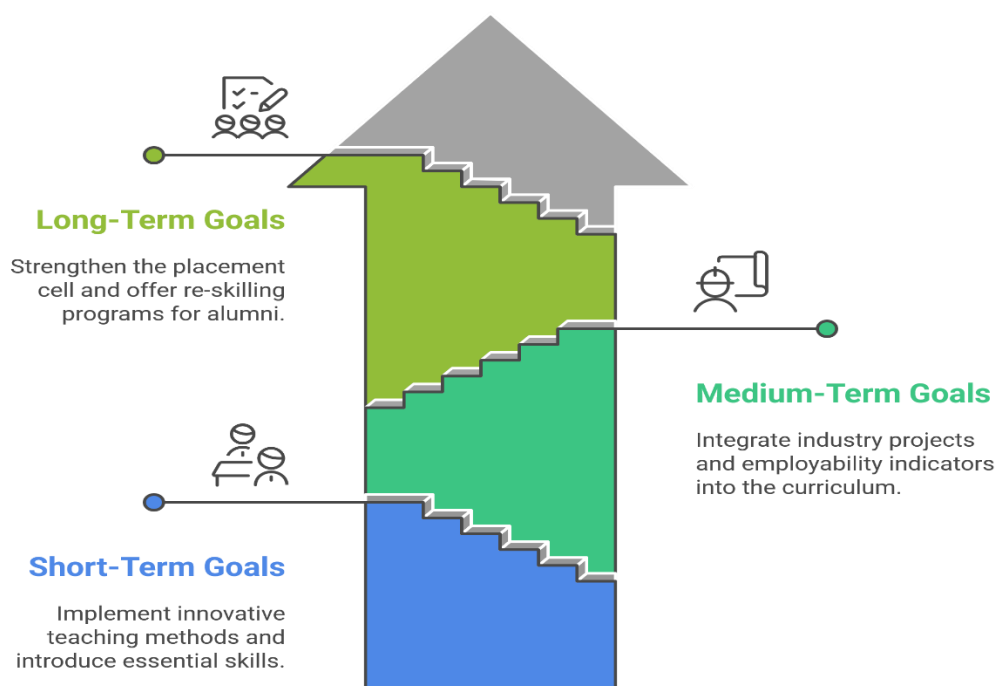


6.1.2 INDUSTRY-ALIGNED CURRICULUM

The industry-aligned curriculum initiative aims to bridge the gap between academic learning and real-world professional requirements. By progressively integrating industry-oriented modules, experiential learning opportunities, and interdisciplinary approaches, the institution seeks to ensure that students acquire relevant skills, practical exposure, and global perspectives necessary to meet current and future workforce demands.



6.1.3 EMPLOYABILITY SKILLS IN CURRICULUM



6.1.4 SKILL ENHANCEMENT COURSES (SECS)

➤ Short-Term Goals

- Introduce SECs in communication skills, entrepreneurship, digital tools, and data handling.
- Collaborate with online platforms and industry partners for joint certification.
- Train faculty in skill-based teaching methodologies.

➤ Medium-Term Goals

- Make a minimum of **two SECs compulsory** across UG and PG programs.
- Align SECs with national skill standards and project-based assessment.

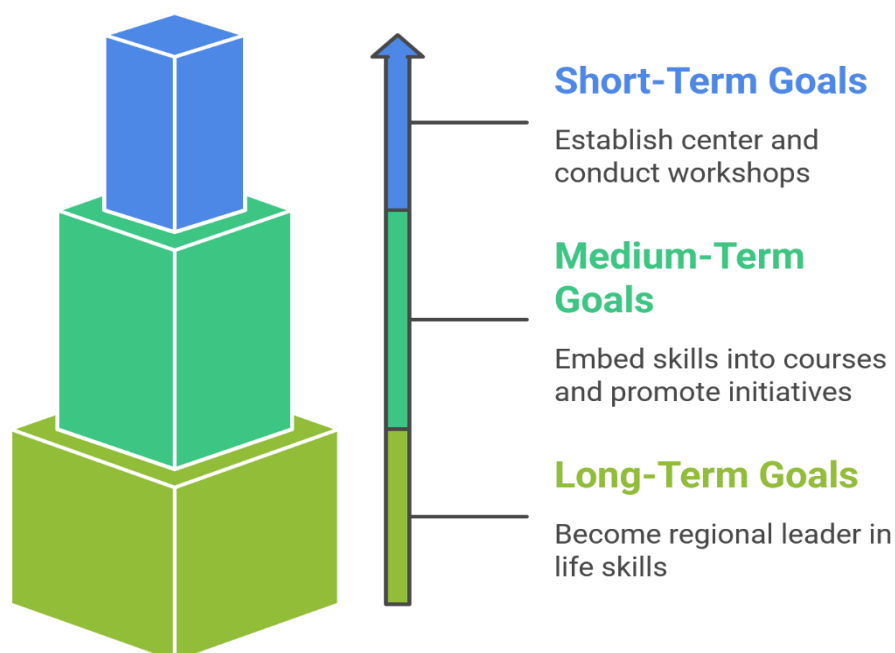
➤ Long-Term Goals

- Establish a **College Skill Development Centre**.
- Offer advanced, domain-specific SECs and lifelong learning opportunities.

6.1.5 EMERGING TECHNOLOGIES INTEGRATION



6.1.6 CENTRE FOR CURRICULAR & LIFE SKILLS



➤ **Short-Term Goals**

- Establish a **Centre for Curricular & Life Skills** under IQAC.
- Conduct workshops on communication, leadership, emotional intelligence, and career readiness.

➤ **Medium-Term Goals**

- Embed life skills into credit-based courses.
- Promote student-led initiatives, competitions, and innovation challenges.

➤ **Long-Term Goals**

- Position the college as a **regional leader in life skills and leadership development**.

6.1.7 FACULTY / TEACHING STAFF



➤ **Short-Term Goals**

- Ensure participation of all faculty members in FDPs and academic workshops.
- Promote inter-institutional academic interactions.

➤ **Medium-Term Goals**

- Introduce incentives for teaching innovation and research engagement.
- Encourage interdisciplinary collaboration among faculty.

➤ **Long-Term Goals**

- Develop faculty leadership in academic governance and mentoring.

6.1.8 CENTRE FOR FACULTY DEVELOPMENT

➤ **Short-Term Goals**

- Conduct induction and orientation programs for new faculty.
- Organize NEP-aligned pedagogy and assessment workshops.

➤ **Medium-Term Goals**

- Establish structured faculty mentoring and research clusters.
- Train faculty in proposal writing and funded research.

➤ **Long-Term Goals**

- Develop the centre as a **regional faculty development hub**.

6.1.9 NON-TEACHING STAFF

➤ **Short-Term Goals**

- Provide training in ERP usage, digital communication, and office automation.
- Conduct basic IT skill development programs.

➤ **Medium-Term Goals**

- Partner with professional institutes for certified administrative training.

➤ **Long-Term Goals**

- Implement a **promotion-linked professional growth framework**.

6.1.10 SESSION-WISE TEACHING PLAN

➤ **Short-Term Goals**

- Mandate submission of session-wise teaching plans before semester commencement.

- Upload study materials and question banks on LMS platforms.

➤ **Medium-Term Goals**

- Standardize assignments and assessment practices.
- Ensure timely feedback mechanisms.

➤ **Long-Term Goals**

- Use analytics and adaptive learning tools for personalized academic support.

6.2 RESEARCH AND INNOVATION

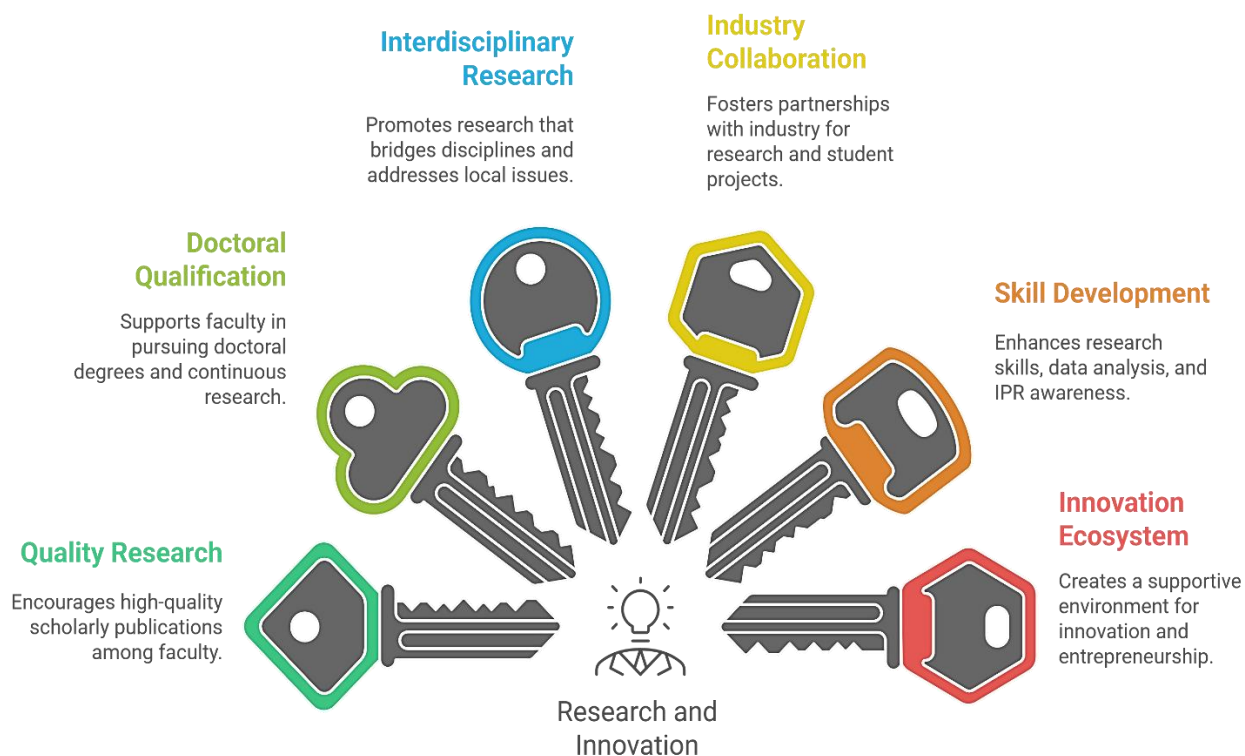
➤ **Goal**

Udhna College aspires to progressively develop itself as a **center of academic inquiry, applied research, innovation, and community-oriented knowledge creation**, with a strong focus on relevance, quality, and societal impact. In alignment with NEP 2020, UGC guidelines, and institutional values, the college seeks to embed research culture among faculty and students while strengthening industry, community, and institutional collaborations.

The research ecosystem of the College is strengthened by the presence of **13 approved Ph.D. supervisors** across Commerce, Management, and Computer Applications (**B.Com – 7, BBA – 3, BCA – 3**). These supervisors play a vital role in guiding research scholars, mentoring faculty research, promoting quality publications, and fostering a research-oriented academic culture.

➤ **Research and Innovation Objectives**

The primary objectives of Udhna College in the domain of research, innovation, and extension are to:



- Promote **quality research and scholarly publications** among faculty members.
- Encourage **doctoral qualification and continuous research engagement** of faculty.
- Strengthen **interdisciplinary and applied research**, particularly addressing local and regional issues.
- Foster **industry-linked research, consultancy, and student projects**.
- Develop **research skills, data analysis competence, and IPR awareness** among faculty and students.
- Create a supportive ecosystem for **innovation, entrepreneurship, and extension activities**.

➤ **Research Governance and Support Structure**

To systematize and monitor research activities, the college shall strengthen its **Research and Development framework under IQAC**, aligned with UGC guidelines. A **College Research Committee (CRC)** shall oversee planning, implementation, and monitoring of research activities, including:

- Research policy formulation and review

- Faculty mentoring and capacity building
- Ethical compliance and plagiarism control
- Coordination with funding agencies, industries, and universities

Sub-committees may be constituted for **Research Capacity Building, Industry Interface, IPR & Ethics, and Student Research Promotion**, drawing inspiration from university-level RDC models.

➤ **Research-Oriented Faculty Development**

Udhna College recognizes faculty as the backbone of research excellence and therefore aims to:

- Encourage **all full-time faculty members to acquire doctoral degrees**, wherever applicable.
- Motivate faculty to publish **quality research papers in UGC-CARE listed, Scopus, or peer-reviewed journals**, with a target of **minimum three publications per faculty member per academic year**, subject to discipline norms.
- Promote **faculty registration as research guides** at affiliated or recognized universities.
- Ensure that **each faculty member acquires proficiency in at least one data analysis or research software** (SPSS, R, Excel, Python, etc.).
- Provide incentives, recognition, and administrative support for **research achievements and funded projects**.

➤ **Research Funding and Projects**

The institution aims to ensure that **at least one faculty member per program/stream secures a minor or major research project** from recognized funding agencies such as GUJCOST, ICSSR, UGC or other government and non-government bodies.

Faculty shall be encouraged to:

- Apply for **research grants and consultancy projects**
- Undertake **collaborative research** with other institutions and industries
- Conduct **locally relevant and socially impactful research**

Necessary administrative and documentation support shall be provided by the college.

➤ **Research Publications, IPR, and Innovation**

Udhna College shall gradually strengthen its focus on **intellectual property creation and innovation**, particularly in commerce, management, IT, and interdisciplinary areas.

Key initiatives include:

- Awareness programs on **patents, copyrights, and IPR**
- Encouragement to file **patents, copyrights, or software registrations**, wherever applicable
- Faculty and student training on **research ethics, plagiarism control, and publication standards**
- Promotion of **student research papers, case studies, and project reports**

➤ **Student Research and Industry Exposure**

To nurture early research orientation, the college shall:

- Encourage **UG and PG students to undertake guided research projects, case studies, and field-based studies**
- Promote **industry-linked summer and winter research projects**
- Organize **student research presentations, seminars, and project exhibitions**
- Invite **industry experts and researchers** for lectures, workshops, and mentorship
- Facilitate **internships, live projects, and consultancy-based assignments**

➤ **Supportive and Facilitative Infrastructure**

The institution recognizes infrastructure as a critical enabler of academic and research excellence. The college is committed to providing:

A. ACCESSIBILITY

The College ensures inclusive access by periodically auditing physical and digital infrastructure. Assistive technologies and accessible learning resources are provided wherever feasible. Faculty and staff are sensitized to inclusive practices to support students with diverse needs.

B. RICH COMMUNICATION

Open feedback mechanisms are maintained to encourage stakeholder participation. Information is shared through multiple platforms such as emails, website, notices, and social media. Institutional leadership provides regular updates through newsletters and official communications.

C. VISION

The institutional vision is reviewed periodically with stakeholder involvement. It is communicated across all departments to ensure shared understanding. Academic programs and performance indicators are aligned with the vision.

D. STAKEHOLDER TRUST

Transparency in governance and decision-making is emphasized. Feedback from stakeholders is actively sought and acted upon. The College ensures consistency in fulfilling institutional commitments.

E. SAFETY AND SECURITY

Regular safety and security audits are conducted. Emergency response plans and communication protocols are maintained. Training programs on physical and cyber safety are organized.

F. LOCAL CULTURE INTEGRATION

The College engages with local community leaders and organizations. Regional culture is integrated into events and academic activities. Multilingualism and cultural sensitivity are encouraged.

G. LEGACY SYSTEMS

Existing systems are periodically reviewed for efficiency. Phased upgrades are implemented to ensure continuity. Data security and user training are ensured during transitions.

H. INFORMATION OPENNESS

Centralized digital repositories support information access. Data-sharing protocols ensure privacy and security. Data literacy is promoted for evidence-based decision-making.

I. ACCOUNTABILITY

Clear roles and responsibilities are defined for all stakeholders. Performance is monitored through KPIs and reviews. Peer accountability and collaborative work culture are encouraged.

J. MENTAL HEALTH INITIATIVES

Mental health awareness programs and well-being activities are organized regularly. Access to counseling and wellness support is facilitated. Faculty and staff are trained in basic mental health support and referral.

➤ **Networking, Collaboration, and Extension**

Udhna College emphasizes networking and collaboration as integral to research and teaching excellence.

Goals:

- Enhance teaching–learning through industry and institutional collaboration
- Bridge the gap between academia and industry
- Promote community engagement and social responsibility

Strategies:

- Establish **MoUs with industries, local business units, and institutions**
- Strengthen **alumni association involvement** in academics, mentoring, and placements
- Organize **industry visits, internships, live projects, and expert talks**
- Collaborate with institutions for **joint programs, workshops, seminars, and placement drives**
- Promote **extension activities addressing local social, economic, and environmental issues**

6.3 FACULTY DEVELOPMENT

Udhna College recognizes **faculty development as a critical driver of academic excellence, research quality, and student success**. The college is committed to empowering faculty members through structured professional development programs, mentorship, research facilitation, pedagogical innovations, and collaborative opportunities. In alignment with NEP 2020 and institutional values, Faculty Development initiatives aim to create a **supportive, skilled, and performance-oriented academic ecosystem**.

➤ **Primary Objectives**

The primary objectives of Faculty Development at Udhna College are to:

- Strengthen **career development and placement support** for students via faculty mentoring.
- Establish structured **mentorship systems involving faculty and alumni**.
- Facilitate **financial aid mechanisms**, including scholarships, fee waivers, and education loan guidance.
- Promote **inclusive education** with support for SC/ST/OBC/EWS students and Persons with Disabilities (PwDs).
- Encourage **student clubs, co-curricular activities, leadership programs**, and engagement initiatives.

➤ **Student & Learner Support**

- Conduct **surveys and feedback** to assess student needs.
- Implement structured **advising, mentoring, and tutoring programs**.
- Use **digital tools and online platforms** for individualized learning.
- Monitor academic performance through **ERP and feedback data**.

➤ **Staff Empowerment**

- Assess training needs and develop **professional advancement plans**.
- Recognize staff **achievements and contributions**.
- Promote **participative decision-making** and autonomy.
- Provide training to **enhance administrative and digital competencies**.

➤ **Faculty & Research Support**

- Facilitate **research grants, sabbaticals, and funding opportunities**.
- Organize **pedagogy and technology-oriented training**.
- Simplify **administrative processes for research**.
- Encourage **interdisciplinary collaboration** across departments.

➤ **Cross-Functional Collaboration**

- Identify **interdependent academic and administrative areas**.
- Form **cross-functional committees and task forces**.

- Utilize **collaborative digital platforms**.
- Evaluate effectiveness through **joint outcomes and quality indicators**.

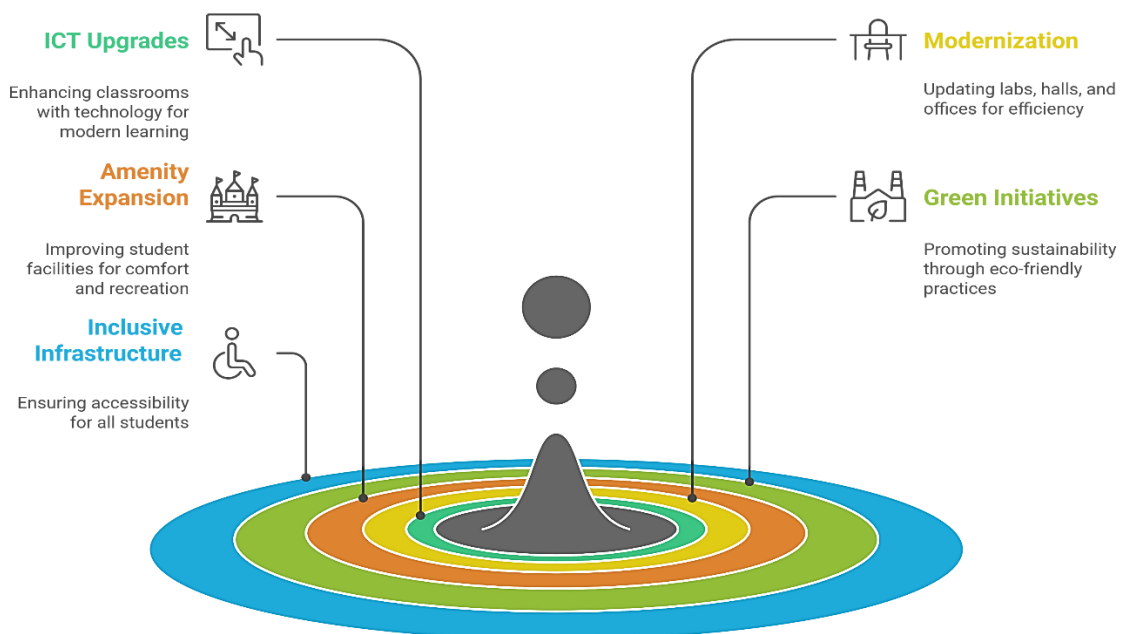
➤ **Strategic and Emotional Support**

- Provide **stress management, coaching, and counseling**.
- Involve faculty in **strategic planning and institutional decision-making**.
- Recognize contributions through **awards, appreciation, and incentives**.

➤ **Pedagogical Innovation**

- **Flipped Classroom**: Students prepare outside class and engage in interactive sessions in class.
- **Project-Based Learning**: Application-oriented projects enhancing problem-solving skills.
- **Technology Integration**: LMS, simulations, and virtual tools.
- **Experiential Learning**: Field visits, internships, and community engagement.
- **Collaborative Learning**: Team-based group activities.
- **Inquiry-Based Learning**: Encouraging research questions, investigation, and critical thinking.

6.4 INFRASTRUCTURE DEVELOPMENT



➤ **Strategy:**

- Upgrade classrooms with ICT and Smart Classroom facilities.
- Modernize computer labs, seminar halls, and faculty offices.
- Expand and improve student amenities including canteen, hostels, and recreational areas.
- Promote a Green and Eco-Friendly Campus (tree adoption by students and faculty, renewable energy initiatives).
- Ensure inclusive infrastructure for differently-abled students (ramps, elevators, accessible toilets).

➤ **Components:**

1. **Classrooms & Lecture Halls:** All classrooms to be equipped with digital projectors, Wi-Fi, smart boards, and seating arrangements suitable for interactive learning.
2. **Tutorial & Seminar Rooms:** Dedicated tutorial rooms for small group discussions and seminars.
3. **Laboratories:** Updated computer labs with latest configuration; practical labs for commerce and IT programs.
4. **Auditoriums & Multipurpose Halls:** Large auditoriums for cultural, academic, and extra-curricular events; capacity ranging from 150 to 500 seats.
5. **Library & Digital Centre:** Fully automated library with access to e-resources, digital subscriptions, and a centralized digital resource center.
6. **Faculty & Staff Facilities:** Well-equipped faculty rooms, meeting rooms, and development centers.
7. **Canteen & Cafeteria:** Hygienic and modernized canteen facilities with seating and food variety.
8. **Sports & Recreational Facilities:** Indoor and outdoor sports facilities including basketball, cricket nets, football ground, and fitness areas.
9. **Hostels:** Safe and hygienic hostels with modern amenities; girls' hostel facilities to be periodically upgraded.
10. **Parking & Campus Mobility:** Adequate parking; pedestrian-friendly campus; safe pathways with emergency vehicle access.

11. **Guest & Conference Facilities:** Guest rooms for visiting faculty/experts; seminar halls for meetings and workshops.

12. **Exhibition & Vocational Spaces:** Spaces for student exhibitions, vocational training, and skill development programs.

➤ **Digital Infrastructure**

✓ **Goal:**

- Achieve maximum digitization in academic and administrative processes.
- Provide seamless high-speed internet and campus-wide Wi-Fi.
- Enable online learning, digital attendance, e-governance, and paperless administration.

✓ **Strategy:**

- Upgrade all classrooms into Smart Classrooms with networking facilities.
- Enhance computer labs with latest software and hardware.
- Centralized digital library accessible for global resources.
- Implement Learning Management System (LMS) for attendance, assignments, and communication.
- Enable secure messaging and notification systems for students and faculty.

➤ **Green & Sustainable Initiatives**

- Adopt eco-friendly practices such as renewable energy generation (solar panels), rainwater harvesting, and tree plantation drives.
- Encourage pedestrian movement and reduce vehicular dependency within the campus.
- Maintain a green cover across the campus and ensure regular environmental audits.

➤ **Future Infrastructure Goals**

- Develop a centralized research and incubation center to support entrepreneurship and innovation.
- Establish international student centers and promote global collaborations.
- Create recreational and botanical spaces to enrich student life.

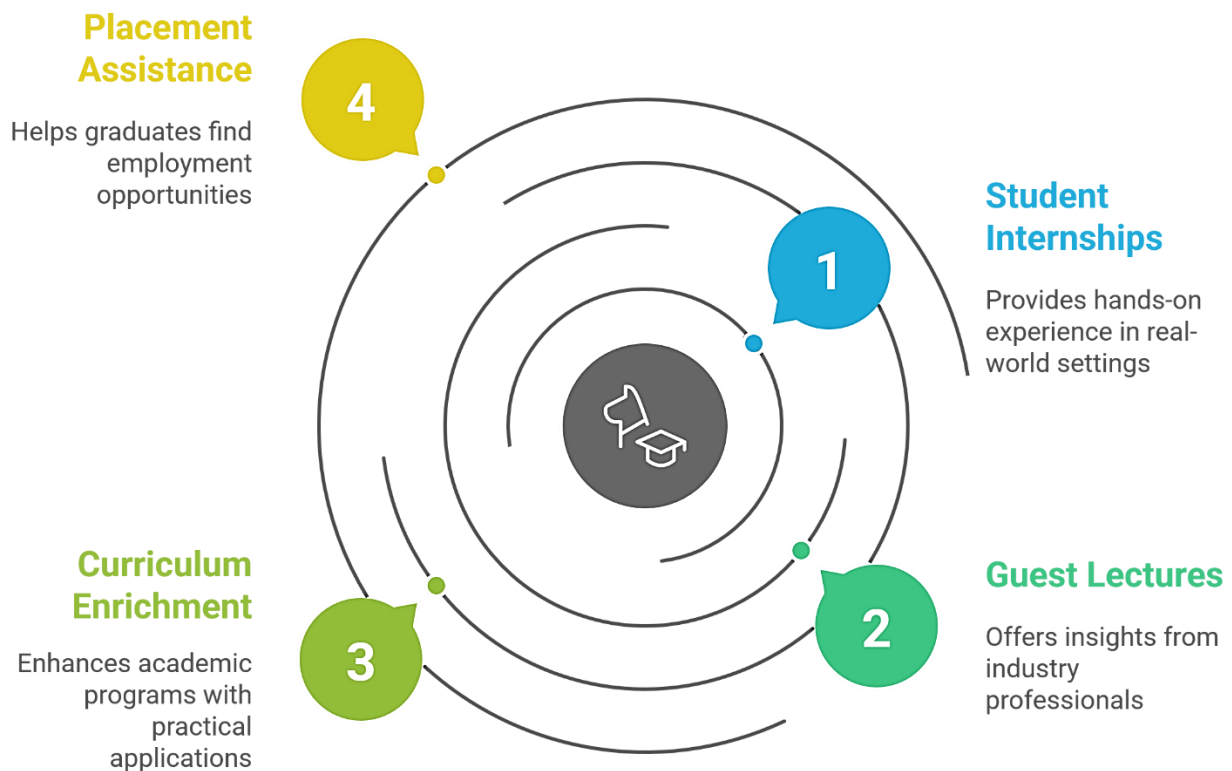
- Implement comprehensive health services, emergency alert systems, and safety audits.

6.5 INDUSTRY COLLABORATION

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT has established a structured mechanism to strengthen industry–academia collaboration in alignment with **NEP 2020**, with a focus on enhancing student employability and industry readiness.

➤ The College actively collaborates with industry partners to support:

- Student internships and industrial training
- Guest lectures and expert interactions
- Curriculum enrichment and practical exposure
- Placement assistance and career guidance



- The College currently maintains collaborations with reputed organizations such as:
 - NJ India
 - ERNET India
 - Chartered Accountants Association, Surat
 - Panacea Education Enterprises (Franchise of T.I.M.E., Surat)
- Functional associations are also established with:
 - Alidra Pvt. Ltd.
 - Colortex Pvt. Ltd.
 - Shreeji Steel Industries
 - Sen Harvi
 - Betsons Pvt. Ltd.
 - Quality Silk Mills
- These collaborations support:
 - Student internships and live projects
 - Industrial visits
 - Hands-on learning and skill development
 - Interaction with industry professionals
- To further strengthen industry engagement, the College is in the process of formalizing additional collaborations through **Memoranda of Understanding (MoUs)**.
- The proposed MoUs aim to:
 - Expand opportunities for skill development and on-the-job training
 - Enhance placement support and employability outcomes
 - Ensure continuous industry–institution interaction
 - Improve overall industry readiness of graduates

6.6 STUDENT SUPPORT AND EMPLOYABILITY

The College is committed to strengthening student support systems and enhancing employability outcomes by aligning academic delivery with industry expectations and future workforce requirements under NEP 2020.

➤ Short-Term Goals

- Adopt **flipped classroom pedagogy**, case-based learning, and simulations to develop real-world problem-solving abilities among students.
- Introduce **Skill Enhancement Courses (SECs)** focusing on communication skills, collaboration, digital tools, and project management to improve workplace readiness.
- **Mid-Term Goals**
 - Mandate **industry-oriented projects** for all undergraduate and postgraduate programs to provide practical exposure and experiential learning.
 - Integrate **employability metrics** such as placement outcomes, internship completion, and skill certification into periodic curriculum reviews.
 - Develop and implement **structured apprenticeship models** in collaboration with industry partners.
- **Long-Term Goals**
 - Establish a dedicated **Employability Enhancement Cell / Training and Placement Cell** to systematically assess, monitor, and improve students' placement preparedness.
 - Introduce **modular re-skilling and up-skilling programs for alumni** to support lifelong learning and career progression.

6.7 DIGITAL TRANSFORMATION

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT is committed to leveraging digital technologies to enhance academic delivery, administrative efficiency, student engagement, and societal contribution. Through digital transformation, the College aims to develop competent human capital equipped with relevant skills, provide platforms for students to achieve their aspirations, and nurture responsible, ethical, and socially committed citizens.

➤ OBJECTIVES

- To strengthen digital infrastructure and technology-enabled learning systems.
- To provide skill-oriented, technology-driven education aligned with industry needs.
- To empower students through digital platforms for academic, professional, and personal growth.
- To facilitate the holistic development of students into responsible and committed citizens.

➤ **Strategies and Initiatives**

- Upgrade internet bandwidth from the existing connection to **high-speed connectivity (up to 1 Gbps)** to support digital learning, research, and administration.
- Enhance the College website to make it more interactive, informative, and user-friendly for students, faculty, alumni, and other stakeholders.
- Establish a **Digital Library** with access to e-journals, e-books, databases, and remote learning resources.
- Implement a **Learning Management System (LMS)** and strengthen the **in-house ERP system** to support academic delivery, attendance, assessments, communication, and e-governance.
- Promote **paperless administration**, online examinations, digital documentation, and stakeholder messaging systems.
- Encourage the use of **ICT-enabled tools**, including emerging technologies such as AI-based applications, virtual simulations, and digital collaboration platforms.
- Adopt advanced **plagiarism detection software** and promote ethical research and academic integrity.
- Support the publication of **online magazines, newsletters, and blogs** to enhance academic visibility and student participation.

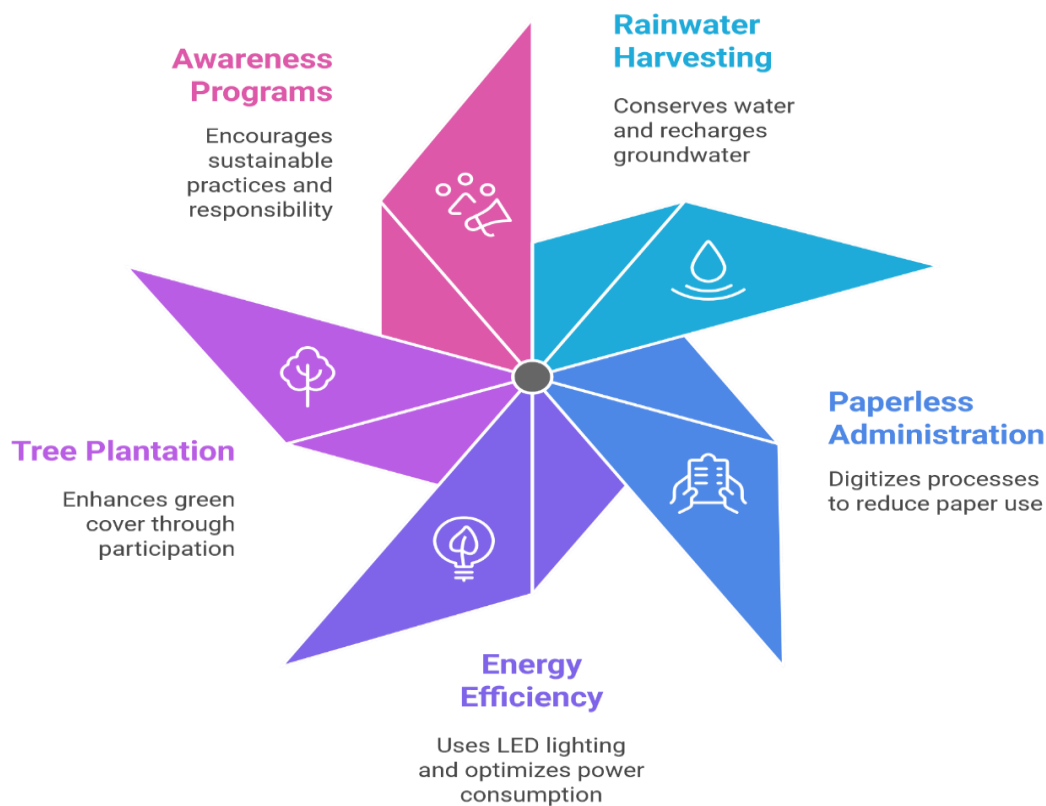
➤ **Digital Outreach and Visibility**

The College actively strengthens its digital presence through structured engagement on social media platforms such as **Facebook, Instagram, LinkedIn, and X (Twitter)**. Regular content highlights academic programs, campus events, student achievements, faculty contributions, alumni engagement, and institutional initiatives. Going forward, the College plans to enhance content quality, engagement metrics, and outreach effectiveness through strategic campaigns, analytics-based reviews, and stakeholder interaction.

6.8 SUSTAINABILITY AND GREEN CAMPUS INITIATIVES

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT is committed to promoting environmental sustainability and developing a green campus by adopting eco-friendly practices in infrastructure, administration, and academic activities. The College integrates

sustainability principles into institutional planning to reduce environmental impact and promote responsible citizenship among students and staff.



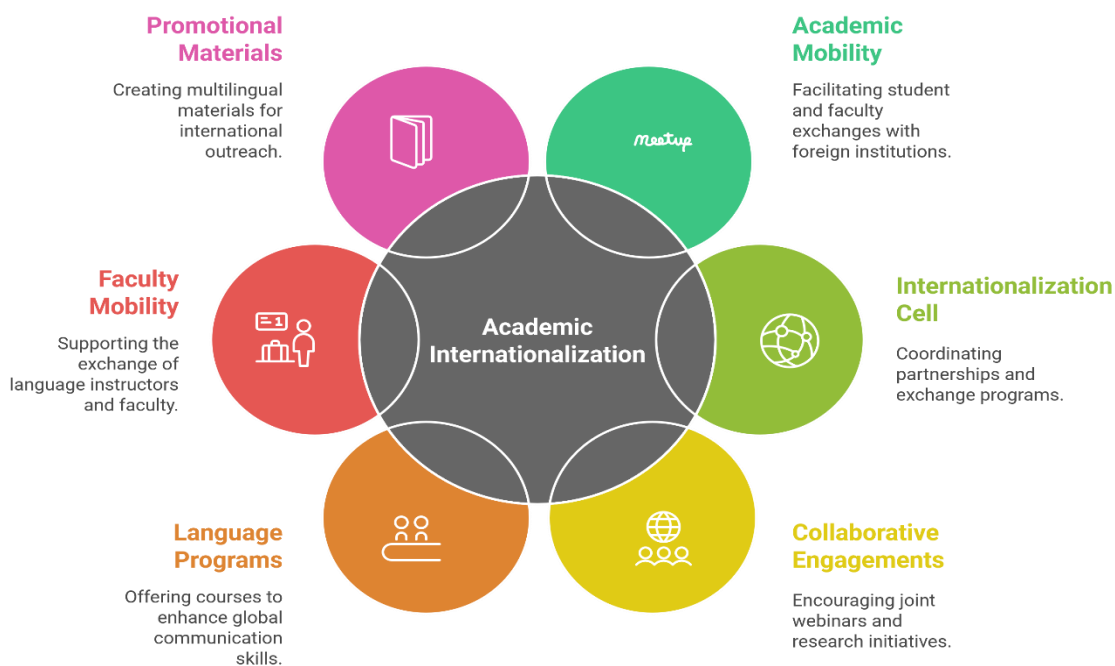
➤ **Key Initiatives:**

- Implementation of **rainwater harvesting systems** to conserve water and enhance groundwater recharge.
- Promotion of **paperless administration** through digitization of academic and administrative processes.
- Adoption of energy-efficient practices, including the use of LED lighting and optimized power consumption.
- Tree plantation and green cover enhancement through student and faculty participation.
- Awareness programs and activities to encourage sustainable practices and environmental responsibility.

These initiatives aim to create an environmentally conscious campus ecosystem while contributing to long-term institutional sustainability.

6.9 INTERNATIONALIZATION

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT recognizes internationalization as a strategic priority to enhance academic quality, global exposure, and cross-cultural competence among students and faculty. The College aims to integrate global perspectives into teaching, learning, research, and institutional practices.



➤ Key Initiatives:

- Promote **outbound and inbound academic mobility** of students and faculty through collaborations with foreign higher education institutions.
- Establish a dedicated **Internationalization Facilitation Cell** to coordinate international partnerships, exchange programs, and collaborative academic activities.
- Encourage **collaborative academic engagements** such as joint webinars, virtual exchange programs, guest lectures by international experts, and collaborative research initiatives.
- Initiate **foreign language courses and certificate programs** to enhance global employability and intercultural communication skills.

- Facilitate the mobility of **foreign language instructors and international faculty** through strategic collaborations with overseas institutions.
- Develop and disseminate **promotional and academic materials in select foreign languages** to support international outreach and engagement.

Through these initiatives, the College aims to prepare students for global opportunities while strengthening its international academic footprint.

6.10 PROMOTION OF KNOWLEDGE OF INDIA

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT is committed to promoting the **knowledge systems, values, culture, and heritage of India** as envisioned under NEP 2020. The College integrates Indian knowledge traditions with contemporary education to foster national pride, ethical values, and social responsibility among students.



Curriculum Integration

Incorporating IKS and ethics into education



Educational Events

Organizing lectures and seminars on Indian culture



Research and Documentation

Promoting research on Indian business and traditions



Cultural Celebrations

Celebrating national and cultural days



Student Engagement

Encouraging participation in cultural activities



Collaborative Partnerships

Working with organizations to disseminate knowledge

➤ **Key Initiatives:**

- Integrate **Indian Knowledge Systems (IKS)**, ethics, constitutional values, and indigenous business practices into the curriculum through courses, modules, and case studies.
- Organize **lectures, seminars, workshops, and expert talks** on Indian culture, history, economy, management practices, and contributions of Indian thinkers.
- Promote **research and documentation** related to Indian business models, traditional practices, local entrepreneurship, and sustainable livelihoods.
- Celebrate **national and cultural days** to reinforce awareness of India's heritage, unity, and diversity.
- Encourage student participation in activities related to **Yoga, Ayurveda, Indian art forms, traditional crafts, and community engagement**.
- Collaborate with cultural, academic, and governmental organizations to strengthen dissemination of Indian knowledge traditions.
- As part of the **Indian Knowledge System (IKS)** initiatives, the institution also actively promotes Indian cultural values and heritage by conducting various **examinations organized by Gayatri Parivar**.

Through these initiatives, the College aims to nurture **informed, culturally rooted, and socially responsible graduates** who contribute meaningfully to national development.

7 ACTION PLAN / IMPLEMENTATION STRATEGY

7.1 ACADEMIC EXCELLENCE – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review Interval |
|--|---------------------------------|------------------------|--|-----------------|
| CBCS & OBE implementation aligned with NEP 2020 | IQAC, Academic Committee | Short-term (1–2 yrs) | OBE-compliant syllabi, CO–PO mapping | Annual |
| Introduction of SECs, VACs & interdisciplinary electives | BOS, Departments | Short–Medium (1–5 yrs) | Number of SECs, student enrolment | Annual |
| Mentor–Mentee System | Departments, Class Coordinators | Short-term | Improved student performance & retention | Semester-wise |
| Integration of MOOCs / SWAYAM | IQAC, LMS Cell | Short-term | Credits earned via MOOCs | Annual |
| Simulation-based & immersive learning | ICT Committee | Long-term (5+ yrs) | Adoption of digital tools | Biennial |

7.2 RESEARCH & INNOVATION – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review Interval |
|---|------------------|--------------|---------------------------------|-----------------|
| Formation of College Research Committee | IQAC | Short-term | Research policy implemented | Annual |
| FDPs on research methods & tools | CRC, IQAC | Short–Medium | Faculty trained, tools adopted | Annual |
| Research projects & funding proposals | Faculty, CRC | Medium-term | Projects sanctioned | Annual |
| Student research promotion | Departments | Short–Medium | Student papers, projects | Annual |
| IPR & plagiarism awareness | CRC | Medium-term | IPR filings, ethical compliance | Biennial |

7.3 FACULTY DEVELOPMENT – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|---------------------------------|----------------------------|-------------|-----------------------------|----------|
| FDPs on pedagogy & ICT | Faculty Development Centre | Short-term | FDP participation rate | Annual |
| Research incentives & mentoring | Management, IQAC | Medium-term | Publications, PhD enrolment | Annual |
| Leadership & mentoring roles | Principal, IQAC | Long-term | Faculty leadership roles | Biennial |

7.4 INFRASTRUCTURE DEVELOPMENT – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|---------------------------------|--------------------------|--------------|-------------------------|----------|
| Smart classrooms & ICT upgrades | Infrastructure Committee | Short–Medium | % smart classrooms | Annual |
| Computer lab modernization | ICT Committee | Medium-term | System upgrades | Annual |
| Green campus initiatives | Eco Club | Medium-term | Green audit results | Biennial |
| Accessibility infrastructure | Admin | Medium-term | PwD-friendly facilities | Annual |

7.5 INDUSTRY COLLABORATION – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|-----------------------------|------------------|--------------|---------------------------|---------------|
| MoUs with industry partners | IIC / T&P Cell | Short-term | Number of MoUs | Annual |
| Internships & live projects | Departments | Short–Medium | Student participation | Semester-wise |
| Guest lectures & workshops | IIC | Annual | Expert sessions conducted | Annual |

7.6 STUDENT SUPPORT & EMPLOYABILITY – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|--------------------------------|------------------|-------------|---------------------|--------|
| SECs & employability training | Departments | Short-term | Skill certification | Annual |
| Apprenticeship & projects | T&P Cell | Medium-term | Placement outcomes | Annual |
| Employability Enhancement Cell | Management | Long-term | Placement % | Annual |

7.7 DIGITAL TRANSFORMATION – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|------------------------------------|------------------|-------------|---------------------|-----------|
| High-speed internet (1 Gbps) | Admin & IT | Short-term | Network uptime | Quarterly |
| LMS & ERP implementation | IT Committee | Short-term | % digital processes | Annual |
| Digital library & plagiarism tools | Library | Medium-term | Resource usage | Annual |

7.8 SUSTAINABILITY & GREEN CAMPUS – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|-----------------------------|--------------------------|-------------|-------------------|--------|
| Rainwater harvesting | Infrastructure Committee | Medium-term | Water savings | Annual |
| Paperless administration | ERP Cell | Short-term | Digital records % | Annual |
| Tree plantation & awareness | NSS | Annual | Green cover | Annual |

7.9 INTERNATIONALIZATION – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|------------------------------|------------------|-------------|----------------------|----------|
| Internationalization Cell | IQAC | Short-term | Cell operational | Annual |
| Virtual exchanges & webinars | Departments | Medium-term | International events | Annual |
| Foreign language programs | BOS | Long-term | Enrolment numbers | Biennial |

7.10 PROMOTION OF KNOWLEDGE OF INDIA – ACTION PLAN

| Activities | Responsible Unit | Timeline | KPIs | Review |
|-------------------------------|-------------------------|-------------|-----------------------|----------|
| IKS integration in curriculum | BOS | Short-term | IKS modules added | Annual |
| Cultural & national events | NSS, Cultural Committee | Annual | Student participation | Annual |
| Research on Indian systems | IQAC | Medium-term | Publications | Biennial |

8 MONITORING AND EVALUATION

Effective monitoring and evaluation mechanisms are essential to ensure the successful implementation of the Institutional Development Plan (IDP). Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT shall adopt a structured, transparent, and participatory approach to track progress, assess outcomes, and incorporate continuous improvement.

8.1 MECHANISM FOR TRACKING PROGRESS (ONLINE / OFFLINE)

The College shall implement a **hybrid monitoring mechanism** combining both online and offline systems to ensure efficiency and accountability.

Online Mechanisms:

- Use of institutional ERP/LMS to track academic activities, faculty performance, student participation, industry collaborations, training programs, and placement data.
- Digital documentation of MoUs, academic events, workshops, internships, and student development activities.
- Periodic data collection through online surveys, Google Forms, and dashboards for real-time monitoring.

Offline Mechanisms:

- Maintenance of physical records such as meeting minutes, action-taken reports, attendance registers, and activity reports.
- Review through staff meetings, committee meetings, and academic council discussions.

8.2 MID-TERM REVIEW AND FEEDBACK LOOP

A **mid-term review mechanism** shall be institutionalized to evaluate progress against predefined objectives and timelines.

- Review meetings will be conducted annually or mid-cycle by the IQAC and relevant statutory and non-statutory committees.
- Achievement of targets, challenges faced, and deviations from the plan shall be critically examined.
- Feedback shall be obtained from faculty members, students, industry partners, alumni, and administrative staff.
- Based on review outcomes, **corrective actions, strategy realignment, and resource reallocation** shall be undertaken to ensure goal attainment.
- Action Taken Reports (ATRs) will be prepared and documented for transparency and compliance.

➤ Stakeholder Involvement

Active involvement of stakeholders is central to effective monitoring and evaluation.

- **Internal Stakeholders:** Faculty, students, administrative staff, and management will participate through committees, feedback systems, and review meetings.
- **External Stakeholders:** Industry partners, alumni, parents, and academic experts will be engaged through advisory boards, surveys, interaction sessions, and consultations.
- Suggestions and recommendations received from stakeholders shall be systematically analyzed and integrated into planning and implementation processes.

Through this inclusive and systematic monitoring and evaluation framework, the College aims to ensure continuous quality enhancement, accountability, and alignment of institutional activities with its strategic vision and objectives.

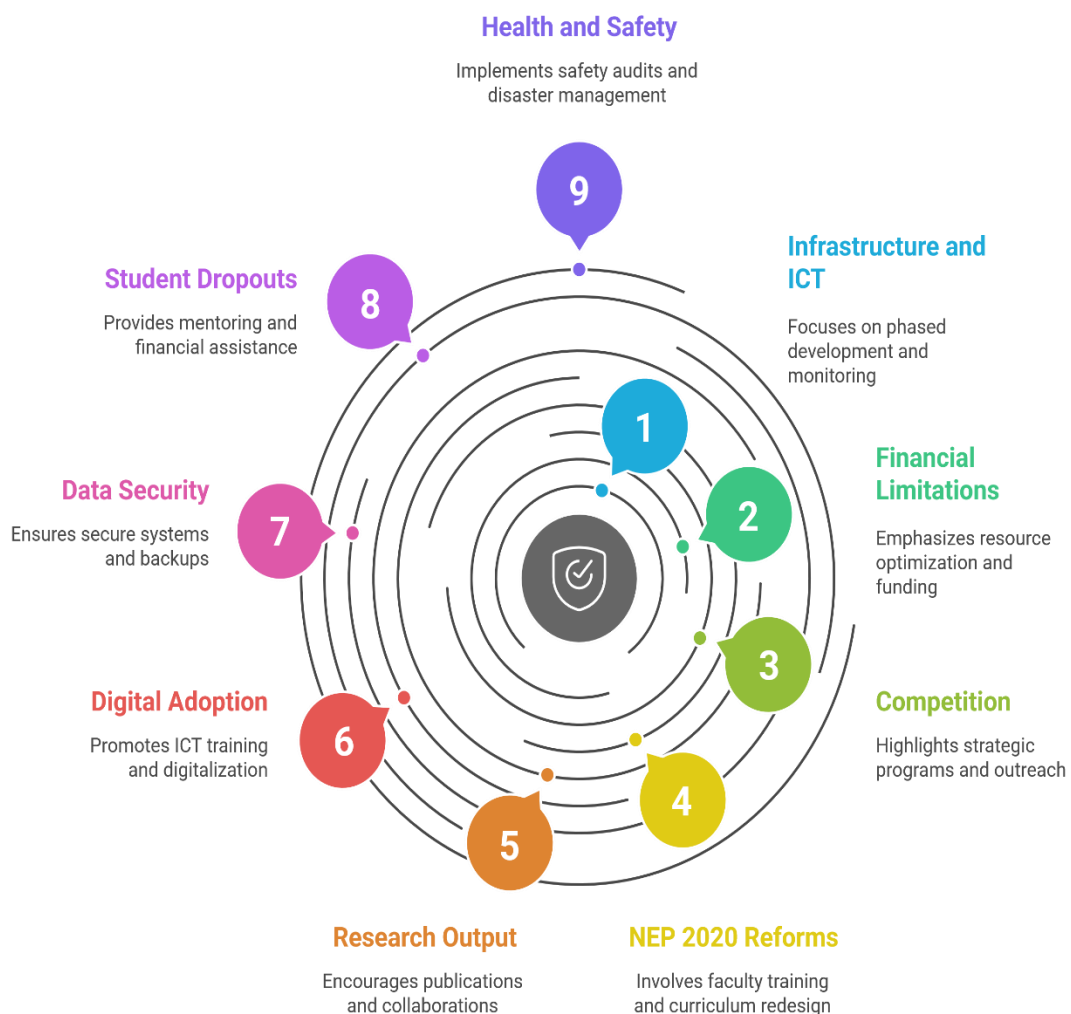
9 RISK MANAGEMENT

Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT recognizes that effective risk management is essential for achieving its strategic objectives under the Institutional Development Plan (2025–2030). The institution adopts a proactive and systematic approach to identify, assess, and mitigate potential risks that may affect academic quality, administrative efficiency, financial sustainability, infrastructure development, and student

outcomes. The Internal Quality Assurance Cell (IQAC), in coordination with the College Management, plays a central role in monitoring risks and ensuring timely corrective measures.

9.1 IDENTIFICATION OF KEY RISKS AND MITIGATION STRATEGIES

Effective implementation of the Institutional Development Plan requires systematic identification and proactive management of potential risks that may impact academic, administrative, financial, and technological functioning. The following risk assessment outlines key challenges faced by Udhna College along with appropriate mitigation strategies adopted to ensure institutional stability, regulatory compliance, and sustainable growth.



9.2 RISK MONITORING AND REVIEW MECHANISM

The IQAC of Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT shall periodically review risk factors and mitigation effectiveness through annual quality audits, academic reviews, and stakeholder feedback. Corrective and preventive actions shall be incorporated into institutional planning to ensure continuity, resilience, and sustainable growth of the college.

10 BUDGET AND FINANCIAL PLAN

10.1 GOAL

During the IDP period 2025–2030, Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT aims to strengthen its financial independence and long-term stability to support academic excellence, infrastructure development, digital transformation, research promotion, and sustainability initiatives. Financial support remains a critical enabler for the effective implementation of institutional development and sustainability policies. The College recognizes the importance of participatory financial planning by involving key stakeholders in resource allocation decisions to mobilize institutional commitment, managerial expertise, and external support.

The College proposes a structured and diversified financial strategy to overcome challenges related to funding constraints, rising operational costs, and evolving academic requirements under NEP 2020. Emphasis will be placed on prudent financial planning, revenue diversification, efficient financial governance, and sustainable utilization of resources.

10.2 DETAILED FINANCIAL REQUIREMENTS

The financial allocation during 2025–2030 will primarily focus on:

- Infrastructure development and maintenance
- ICT and digital learning resources

- Faculty development and research support
- Student support services, scholarships, and employability initiatives
- Sustainability and green campus initiatives
- Administrative modernization and e-governance

Annual budgets will be prepared in alignment with these priority areas.

10.3 SOURCES OF FUNDS

The proposed sources of funding for the IDP period include:

- Internal revenue (student fees, self-financed programs)
- Government grants and schemes
- Private funding, CSR contributions, and donations
- Consultancy, training, and extension activities
- Alumni support and institutional collaborations

Efforts will be made to ensure balanced utilization of internal and external funding sources.

10.4 SUSTAINABILITY PLAN

To ensure long-term financial sustainability, Udhna Citizen Commerce College & SPB College of Business Administration & Smt. Diwaliben Harjibhai Gondalia College of BCA & IT will adopt:

- Cost-optimization measures without compromising academic quality
- Energy-efficient and eco-friendly practices to reduce recurring expenses
- Long-term financial forecasting and risk assessment
- Continuous review of funding strategies and expenditure patterns
- Strengthening institutional capacity for financial independence

These measures will enable the College to maintain financial stability while supporting continuous quality enhancement and sustainable development.

11 ANNEXURES

➤ Staff Details

| Teaching Staff | |
|--|----|
| Full-Time Lecturers | 31 |
| Teaching Assistants | 17 |
| Visiting Lecturers | 4 |
| Librarian | 1 |
| Non-Teaching Staff | |
| Administrative Staff (Scale – Full Time) | 8 |
| Administrative Staff (Fixed Salary) | 5 |
| Laboratory Assistant (Scale) | 1 |
| Laboratory Assistant (Fixed Salary) | 3 |
| Peons (Scale) | 6 |
| Peons (Fixed Salary) | 3 |

➤ PhD Guide and Student Details

| Sr. No. | Guide Name | No. of Students Completed PhD | No. of Students Pursuing PhD |
|---------|----------------------------|-------------------------------|------------------------------|
| 1 | Dr. Mehulkumar P. Desai | 11 | 6 |
| 2 | Dr. Daisy Shebby Thekkanal | 0 | 2 |
| 3 | Dr. Manish M. Kayasth | 0 | 0 |
| 4. | Dr. Tejash R. Ghadiyali | 0 | 0 |
| 5 | Dr. Sanjay D. Patel | 0 | 3 |
| 6 | Dr. Krina D. Shah | 2 | 0 |
| 7 | Dr. Amina Nakhuda | 0 | 2 |
| 8 | Dr. Hurmaz Patel | 0 | 4 |
| 9 | Dr. Dhaval Pandya | 4 | 4 |
| 10 | Dr. Rudri Purohit | 0 | 4 |
| 11 | Dr. Mayur Joshi | 0 | 5 |
| 12 | Dr. Anil Bharodiya | 0 | 0 |
| 13 | Dr. Shivam Shah | 0 | 0 |

➤ Admission details Year 2025-26

| Sr. No. | Programme | Intake | Admission Allotted |
|---------|-------------------|--------|--------------------|
| 1 | FYBCom | 750 | 739 |
| 2 | FYBBA | 225 | 222 |
| 3 | FYBCA | 450 | 305 |
| 4 | M.Com | 75 | 24 |
| 5 | B.Sc. IT / MSc IT | 75 | 15 |
| Total | | 1575 | 1305 |



Principal
11/1/26
UCCC & SPBCBA & SDHG College of BCA & IT
(Udhra Academy Education Trust)
(Self Financed)