



Maharani Lakshmi Ammanni College for Women Autonomous

Affiliated to Bengaluru Central University
Re-accredited by NAAC with "A" grade, Recognised by UGC
under Section 2(f) and 12(b) of the UGC Act 1956
Conferred the Status of 'College with Potential for Excellence' by UGC



STRATEGIC PLAN 2021-2030

Overarching Focus: Defining Purpose, Developing People and
ATTESTED Driving Processes towards Excellence

Shashikala A
Principal

Maharani Lakshmi Ammanni College
for Women, Autonomous
Science Post, Bangalore - 560 012.

MANAGING TRUSTEE

Maharani Lakshmi Ammanni College Trust (R)
Malleswaram, Bangalore - 560 012

INTRODUCTION

ABOUT mLAC

Maharani Lakshmi Ammanni College for Women owes its creation to the persevering efforts of its founding fathers - Dr. K.N.V. Sastri, a noted historian and political thinker along with Dr. M.N. Mahadevan, a renowned doctor and Sri T.S. Rajam, Chairman of the TVS group of companies. These illustrious citizens of Bangalore established the college in 1972, in response to the persistent demands of the residents of North Bangalore for an exclusive women's college in their neighbourhood. Maharani Lakshmi Ammanni College for Women (mLAC) is located in the heart of Bangalore city at Malleshwaram. The college made a humble beginning, with just 12 learners on its rolls and, a government school building as its workspace. The college has grown from strength to strength over the past four decades. By its consistent success in delivering practically valuable and value-based education for the all-round development of its learners, its superior facilities and top-flight human resources, and its characteristic dynamism in responding to the fast- changing expectations of learners and employers, mLAC has today emerged, as a landmark on the map of higher education in Karnataka and is now a top destination for young women, preparing to meet the challenges of the 21st century, with the power of higher education and knowledge.

Maharani Lakshmi Ammanni, after whom the college is named, is well known in history as the regenerator of the Wodeyar dynasty of Mysore. Born in 1742 and married to Krishnaraja Wodeyar II (1734-66), she lived in one of the most turbulent times of South Indian history - during the reigns of Haidar Ali and Tipu Sultan. As the Regent Queen of Mysore from 1799 to 1810, she administered the State on behalf of the minor king Krishnaraja Wodeyar III, under the sovereignty of the English. Her extraordinary crisis-management skills, nation-building capabilities and sterling human qualities have inspired the vision and mission of the college.

Over the past few decades' the college has shown tremendous growth in terms of the number of courses offered across multiple disciplines at the undergraduate and postgraduate levels. In aligning with the vision, the college has been catering to a diverse group of students though sustained focus on holistic education. The college has been accredited by NAAC with 'A' grade in the third cycle of accreditation, has been conferred CPE status by UGC, awarded star college status in life sciences and star college scheme in physical sciences by DBT, FIST Program for UG and PG (Level 0) by DST GoI, BISEP Program by KITS, GoK. The college was granted autonomous status in the year 2016 and has ensured quality and excellence in all its endeavors.

Motto - Sheelam Parama Bhushanam - Character is the Highest Virtue

mLAC Logo

- The 3 sky facing arrows show a peer group motivating each other to fly higher
- It shows a synergy of strengths working together: resources, processes, and vision
- It indicates stakeholders working together - learners, faculty and industry
- The 3 colours- red, yellow and blue symbolize energy, optimism and confidence.



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ATTESTED

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MANAGING TRUSTEE

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Malleswaram, Bangalore - 560 012

VISION, MISSION, CORE VALUES, QUALITY POLICY

VISION

To empower women through education for character formation.

MISSION

mLAC seeks to realize its vision by

- focusing on providing education based on holistic and ethical values
- facilitating an invigorating teaching and learning environment
- fostering research culture to serve the needs of society
- providing opportunities for selfless service to the nation
- preparing a strong foundation for life-long learning
- promoting cognitive, socio-emotional and behavioural skills for global citizenship

CORE VALUES

Excellence
Integrity
Responsiveness
Team work
Inclusivity

QUALITY POLICY

mLAC is committed to excellence by providing the highest standards of service to all stakeholders

Our Philosophy

- We believe that education should be made accessible to every girl irrespective of physical, socio-economic, race, religion, caste or any other considerations.
- We believe that equitable treatment of all persons and respect for every individual will create a sense of oneness and harmony.
- We believe that human resources at mLAC is very valuable and must be developed for life long service to the nation.
- We believe that evaluation and assessment of human resources at mLAC should be based on competence, commitment and flexibility, and that such performance oriented assessment will enhance organizational effectiveness.
- We encourage diversity of cultures and ideologies for fostering the spirit of global citizenship.
- We believe that twin pillars of Academics and Character seamlessly blend into a unified whole through an integrative process.

LEADERSHIP



FOUNDER

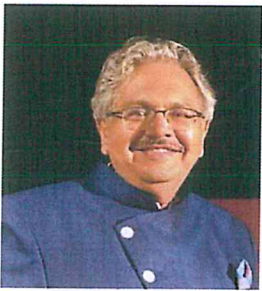
Dr. K. N. V. Sastri



Recognizing the genuine need to further the cause of women's education, Dr. K. N. V. Sastri (1895-1984), the Founder Director cum coordinator, a noted scholar, author and professor in the area of Indian History and Politics – envisioned an exclusive women's degree college in the northern part of Bangalore. The outcome of his dream was the establishment of Maharani Lakshmi Ammanni College for Women affiliated to Bangalore University with Dr.M.N.Mahadevan as the Founder President, Shri. T.S. Rajam as the Vice President.

BOARD OF TRUSTEES

Shri S. S. Naganand
Chairman



Shri. S S Naganand, son of former Advocate General of Karnataka, S.G. Sundarswamy, is a leading advocate in the state of Karnataka. He was a gold medalist from Renukacharya College of Law, Bangalore University. He is also a qualified chartered accountant with a national merit rank to his credit. He started his law practice in 1981 and was designated Senior Advocate by the High Court of Karnataka in 2003. He was also a Partner at M/s Sundaraswamy Ramdas & Anand, Advocates (SRA). He founded the law firm, 'JustLaw' in 2008. While his great-grandfather, Shri. S. Dasappa, was a member of the Mysore Representative Assembly, his grandfather was a senior lawyer.

He was the founder of the Bangalore Medical College, Bangalore Engineering College and also the Commissioner of Scouts.

His specialization and areas of practice include Constitutional Law and Civil Law, Taxation Direct and Indirect, Intellectual Property Law, Company Law, Commercial Law, Arbitration and Infrastructure Law. Shri S S Naganand regularly appears before the Supreme Court of India, various High Courts and Tribunals including Karnataka Electricity Regulatory Commission, Central Excise and Service Tax Appellate Tribunal, Income Tax Appellate Tribunal. Debts Recovery Tribunal and Company Law Board.

He is visiting faculty at the Karnataka State Judicial Academy and the National Law School of India University, Director of The Printers (Mysore) Private Limited and was President of Rotary Club of Bangalore North and Past Asst. Governor RI. Dist 3190. Shri. S S Naganand, is a Trustee of Sri Sathya Sai Central Trust, Sri Sathya Sai Institute of Higher Learning, Sri Sathya Sai Media Foundation and Sree Channakeshava Swami Trust. He is also President of the Karnataka (India) Section of the International Commission of Jurists.

Shri K. Jairaj, IAS (Retd.)
Managing Trustee



A member of the 1976 batch of the Indian Administrative Service (IAS), Mr. K. Jairaj retired as Additional Chief Secretary, Government of Karnataka.

Sri Jairaj has held key appointments in the Infrastructure, Energy, Transport and Urban Development sectors including Principal Secretary and ACS, Energy Department and Chairman, BESCO; Managing Director, Bangalore International Airport Ltd.; Managing Director, Karnataka Power Corporation Ltd.; Managing Director, Karnataka State Road Transport Corporation; Commissioner, Bangalore City Corporation (BBMP) for two terms; Commissioner for Commercial Taxes and Principal Secretary to the Chief Minister of Karnataka.

With Sri N.R. Narayanamurthy as Chairman, Sri K. Jairaj helped establish the Bangalore International Airport Limited (BIAL), India's first Greenfield Airport, on Public Private Partnership (PPP) basis. Sri Jairaj has served with the World Bank, Washington DC., USA, as Senior Public Sector Management Specialist.

Sri Jairaj's academic background is in Economics, Public Policy Management and Law. He has a B.A. Hons degree in Economics, Bangalore University; M.A. Economics, Delhi School of Economics; M.P.A., Woodrow Wilson School of Public and International Affairs, Princeton University, USA & M.P.A., Kennedy School of Government, Harvard University, USA. He has a LLB Degree from Bangalore University.

Sri K. Jairaj has served as President, All India Management Association (AIMA), Delhi; Member, Board of Governors, Indian Institute of Management, Bangalore and Kashipur; Chairman, Advisory Board, TAPMI School of Business, Jaipur; Senior Fellow, Centre for Public Policy, Indian Institute of Management, Bangalore; Chair, MBA Advisory Committee, S I T, Tumkur and Board, KMKIRD Member, SDM Institute of Management, Mysore. He is an Independent Director on the Boards of listed Companies; was Advisor, Ernst & Young and the Manipal Group. He has Mentored Startups in Digital Marketing, Hospitality, Retailing and Precision Engineering.

Sri K. Jairaj has a leadership role in Technical and Management Education and was Trustee, BMS Educational Trust and Chairman, Board of Governors, BMS Institute of Technology; BMS School of Architecture and BMS College of Law. He is on the Board of D.S.U. and Advisor, DSI. He is associated with Not-For-Profit Organizations in Bangalore: President, Association for the Mentally Challenged (AMC); Working President, Sri Krishna Sevashrama Hospital; Chairman, Board of Trustees, Bangalore Gayana Samaja; President, Century Club, founded by Sir M. Vishveshwaraiah.

Dr. Geetha Narayanan
Trustee



Dr. Geetha Narayanan is an educator with over four decades of experience as a teacher, an educator, a curriculum and instruction designer. At all times a catalyst, she has tried over the years to evolve paradigms of learning that integrate the mind, body and consciousness and in the last few years has worked at creating collaborative pedagogical frameworks for the teaching of mathematics, science and languages within the Indian educational system at the informal and formal levels of schooling. Dr. Geetha Narayanan is currently Founder Director of Srishti School of Art Design & Technology; Principal Investigator of Project Vision, a

Director's Fellow at the Media Lab, MIT, USA and a visiting faculty at the Future of Learning Institute at Harvard Graduate School of Education USA.

She has a B.Sc.(Honors) in Mathematics from Bangalore University, B.Ed. from Bangalore University, Certificate in Managing of Educational Systems from The Administrative Staff College of India, Hyderabad, M.A(with Distinction) in International Education from Oxford Brookes University, U.K. and Honorary Doctorate, Oxford Brookes University, UK.

Dr. Geetha Narayanan began her vocation as a mathematics teacher in Madurai in 1971, moved to Bangalore and taught at Sophia Girls School and the American International School. By 1982 she had joined a group of 5 other women to form a not-for-profit trust dedicated to education, then worked to start a private K-12 school, subsequently a college of art, design and technology, later centers of learning for urban underserved youth, and most recently new post-graduate programs for creative practice and research. Thus, she wears many hats—that of a teacher, researcher, administrator, facilitator, mentor and in all her roles she is the “curator of creativity.”

The Srishti School of Art, Design and Technology – a school of art and design located in Yelahanka – which Dr. Geetha Narayanan founded in 1996, has earned a reputation for itself locally, nationally and globally, for its innovative teaching methods in art and design. As Director of Srishti, she has been a pioneer who has frequently re-conceptualized art and design education to enable learners to make the most of emerging possibilities.

Shri K. C. Medapa
Trustee



He has a Degree in Law BL, a Company Secretary FCS and a Chartered Accountant FCA. He was the Company Secretary of Bharat Earth Movers Ltd, a Central Govt. Company. Presently, he is presently associated with a CA firm.

Prof. K. B. R. Varma
Trustee



A Ph.D. from Madras University in 1981, he was a Professor at the Indian Institute of Science, Bangalore and also Chairman, Materials Research Centre at IISc. He was also the Vice-Chancellor, Sri Sathya Sai Institute of Higher Learning, Prasanthi Nilayam, Puttaparthi.

He is a member of Materials Research Society of India(MRSI), Instruments Society of India, American Ceramic Society and also member of the Editorial Board, Current Nano materials. He has to his credit 2 patents and is a recipient of HMRSI Medal for the year 1998, Amruta Modi, Chair Professor, IISc (2011-2013) and Instruments Society of India Lifetime Achievement Award.

Dr. Gururaj Karajagi
Trustee



Dr. Gururaj Karajagi is a doctorate in Chemistry and has published over 22 research papers in International journals. He is a life Fellow of the Electrochemical Society of India. He has served on the Boards of Management of a few Medical Universities and also served as a member of the State Resource Group (SRG) for the implementation of Total Quality Management (TQM) in the colleges of Karnataka.

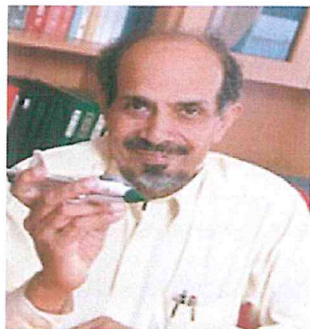
Dr. Karajagi was the Principal of V.V.S. First Grade College for Women, Bangalore, India for 16 years. He was the Director of the V.V.S. Academic and Administrative College, founder Principal and Academic Director of the Jain International Residential School and the founder Director of the International Academy for Creative Teaching. He has served as a member of the Syndicates of a few Universities. He has served as a member of the Karnataka Knowledge Commission.

He is Trustee of the Loka Shikshana Trust, a leading publishing house that brings out daily, weekly and monthly publications. He is a Member of the Governing body of the Indian Institute of Advanced Studies, Shimla. He is a well-known columnist and has completed 2300 columns. His fifteen books titled "Karunaalu Baa Belake" are immensely popular and have seen several editions. Dr. Karajagi has written many articles on 'Sufi' philosophy and has published a book on 'Sufi'. As of now, he has authored twenty-two books. He has edited many books including 'Shikshana Shilpa' – a huge collection of articles on education brought out by the J.S.S. Maha Vidyapeetha, Mysore.

Dr. Gururaj Karajagi has published over hundred articles on all aspects of education in National and International journals. He is also known for his daily spiritual discourses on a bilingual T.V. channel – Sri. Sankara with over 500 programmes on Dasa Sahitya and Vachana Sahitya. He has delivered more than fifty series of lectures at the Gokhale Institute, which are brought out as CDs. He is considered as an outstanding motivational speaker and his You Tube channel – "Knowledge is spherical" has nearly three crore views. Through the Academy for Creative Teaching, of which he is the Chairman, Dr. Karajagi is instrumental in building over 85 schools of very high quality all over the world.

He is generally considered as an institution builder. His areas of interest include Creativity, Creative & Critical Problem-Solving Skills, Communication skills, Motivation, Work ethics and Human Values. He has designed a complete curriculum in Creativity which is being used in different Universities. He has travelled and lectured extensively both in the East and the West and has conducted more than 2000 training programmes for educational and corporate organisations. He has been a teacher for over four decades without a moment's regret.

Late Prof. Roddam Narasimha, FRS
Chairman (Nov. 2014 to Nov. 2020)



Dr. Roddam Narasimha, formerly DST Year-of-Science Professor at the Jawaharlal Nehru Centre for Advanced Scientific Research, was an aerospace and atmospheric scientist. After a BE from the Government College of Engineering and Masters at the Indian Institute of Science, he obtained his PhD at the California Institute of Technology, in 1961. Returning from the US in 1962, he joined the Department of Aerospace Engineering at the Indian Institute of Science and was associated with IISc in various capacities till 1999. In 1982 he founded the Centre for Atmospheric (and Oceanic [now]) Sciences, which he headed till 1989. From 1984 to 1993 he was Director of the

National Aerospace Laboratories, and from 1997 to 2004 Director of the National Institute of Advanced Studies. For many years since 1982 he was Clark B Millikan (Visiting) Professor at Caltech, and during 1989-90 Jawaharlal Nehru Professor at Cambridge. In India he was INSA Golden Jubilee Research Professor, ISRO K R Ramanathan Distinguished Professor and Pratt & Whitney Professor of Engineering and Science. He served several terms as Member of the Space Commission and the Scientific Advisory Council to the PM. For his scientific contributions and leadership he was elected to all the national academies of science and engineering, the Royal Society of London, the US National Academy of Sciences as well as of Engineering among many others. His many honours include the Bhatnagar Prize in 1976, the 2000 AIAA Fluid Dynamics Award in the US, the Trieste Science Prize in 2008, and Lifetime Achievement Awards from the Indian National Academy of Engineering and the Department of Earth Sciences. He was made a Fellow of IISc in its centenary year, and awarded the Padma Vibhushan in 2013.

MESSAGE FROM THE MANAGING TRUSTEE, K JAIRAJ, IAS (Retd.)



Dear Colleagues and Friends,

The Strategic Perspective Plan 2021-2030 of mLAC is pivotal to shaping our priorities and defining our path for the future. Many aspects of significant, quantifiable growth have been witnessed as a result of implementation of the 2016–2021 Strategic Plan. This progress demonstrates the commitment and dedication of mLAC faculty, administrators, staff, and learners to move on the path of academic excellence.

The goals outlined in the Strategic Perspective Plan 2021-2030 with **an Overarching Focus: Defining Purpose, Developing People and Driving Processes towards Excellence** continue to build on the impetus in certain areas and includes new goals to achieve even greater growth and success.

The goals that strongly resonate with the vision of mLAC are:

- Embracing academic excellence for student success;
- Exploring uncharted domains in research and innovation;
- Ensuring greater inclusivity, diversity and social justice;
- Establishing ICT driven processes and leveraging technologies
- Expanding boundaries to have a global presence; and
- Executing a robust model for advancement.

This Plan provides a road map for mLAC leadership to continue to focus on excellence and drive stakeholder participation in achieving these goals. The aim is to transform mLAC in shaping a brilliant future for our women learners and making a difference to our stakeholders.

Warm regards,

K Jairaj

MESSAGE FROM PRINCIPAL DR. A SHASHIKALA



Dear Colleagues and Friends,

We are witnessing a dramatic and rapid change in the landscape of higher education. Every higher education institution in the country is faced with the challenges of globalization, access and affordability, disruptive technologies and a constantly changing environment.

The growth of mLAC will be determined by our focus on reimagining the future to build resilience considering the uncertainties that we are faced with. We will need to define and invest in newer ways of student engagement supported by educational technology, collaborative practices, agile ways of performing tasks and robust advancement strategies that will enhance our resource base and reputation. Through this, we will become a preferred college for a diverse community of learners, staff and faculty. This will ensure a system of shared governance that will empower mLAC in the years to follow.

The Strategic Perspective Plan 2021- 2030: **An Overarching Focus: Defining Purpose, Developing People and Driving Processes towards Excellence**, is a plan that will push us to go beyond our expectations of ourselves while providing us a greater vision and strategic direction. It is hoped that the action plans charted out here will inspire us to be innovative and lead us in making an impactful imprint in the field of education.

Regards

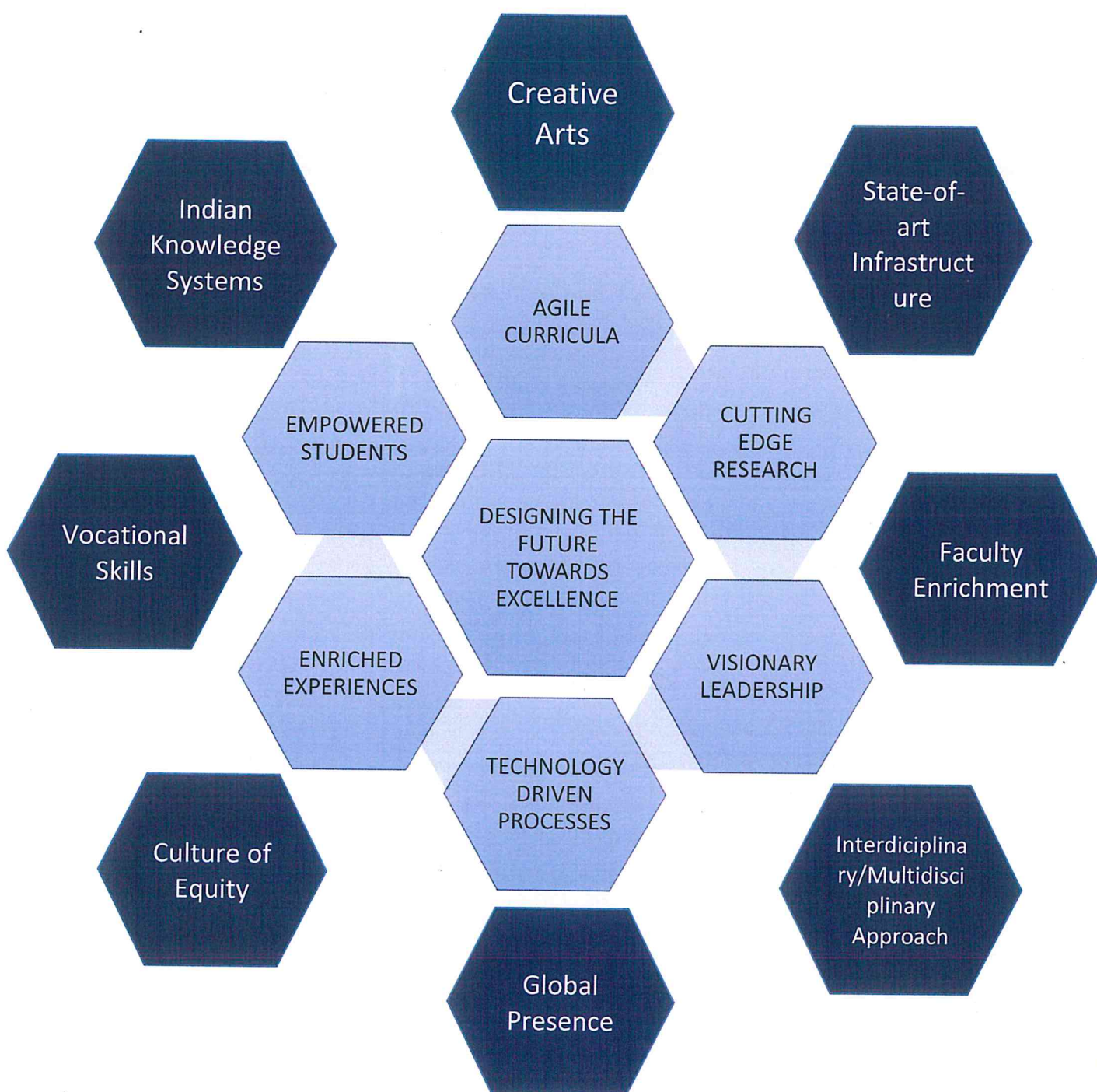
Dr. Shashikala A

Principal, mLAC

ABOUT THE STRATEGIC PLAN

The Plan provides strategic direction, a set of broadly defined goals critical to the evolution of Maharani Lakshmi Ammanni College for Women, Autonomous. It is dynamic in nature, which may be subject to modification over the course of the ten-year period to align with changes in the external education environment. The ideas in this plan are meant to help us focus on defining our purpose, developing people and driving processes towards excellence.

By demonstrating the core values of Excellence, Integrity, Responsiveness, Team work and Inclusivity to stakeholders, the plan will guide us towards new integrative approaches to teaching-learning, community outreach, research and innovation by developing meaningful collaborations and embracing excellence.



TRANSFORMATIONAL GOALS FOR THE 21st CENTURY

Overarching Focus: Defining Purpose, Developing People and Driving Processes towards Excellence

- Goal 1 — Embracing academic excellence for student success;
- Goal 2 — Exploring uncharted domains in research, consultancy and innovation;
- Goal 3 — Ensuring greater inclusivity, diversity and social justice;
- Goal 4 — Establishing ICT driven processes and leveraging technologies
- Goal 5 — Expanding boundaries to have a global presence; and
- Goal 6 — Executing a robust model for advancement



GOAL 1

EMBRACING ACADEMIC EXCELLENCE FOR STUDENT SUCCESS



GOAL 1 - EMBRACING ACADEMIC EXCELLENCE FOR STUDENT SUCCESS

Strategy 1: Adopt pedagogical approaches for greater **learner engagement** across the curriculum

Actions

1. Providing opportunities for learners to be involved in the design of curriculum comprising new and revitalized courses
2. Framing a structure for multidisciplinary and interdisciplinary learning with potential for it to be intellectually rewarding, personally fulfilling and professionally satisfying
3. Designing curriculum to integrate community/civic engagement and experiential learning projects
4. Aligning curriculum and assessment to expected outcomes by implementing OBE across all disciplines
5. Ensuring that programs actively engage learners in integration, synthesis, and application of knowledge
6. Promoting the adoption of pedagogical approaches such as flipped classrooms, team-based/problem-based learning, research-based learning, study groups and peer assisted learning
7. Implementing widespread e-learning and self-paced learning options in courses
8. Offering programs with scope for self-learning
9. Adopting pedagogies to engage the needs of a diverse spectrum of learners
10. Expanding the scope of graduate and post graduate programs with particular emphasis towards providing enriching learning experiences to advanced learners

Strategy 2: Create greater opportunities for **experiential learning** across all programs

Actions

1. Creating awareness and preparing learners for engaging in experiential learning towards academic success.
2. Providing an eco-system for project-based learning, research oriented learning and internships across all programs leading to lifelong learning
3. Promoting mentorships to track progress of learners in the project/ research / internship and enabling them in their academic career
4. Providing greater scope for interdisciplinary learning across all programs, both at the undergraduate and the post-graduate levels through inter-departmental collaborative projects / activities.
5. Developing a system for assessment and measurement of the extent of attainment of learning outcomes through experiential learning.
6. Enabling learners in defining and meeting their life goals through a structured process of integrating curricular, co-curricular, extra-curricular and community service / civic initiatives.

Strategy 3: Implementation of varied methods of instruction and assessment by leveraging space and time in new ways

Actions

1. Scheduling of classes to support new learning pedagogies, including experiential learning and community service
2. Planning and organizing space and technology to promote interdisciplinary interactions and engagements among and between faculty and learners
3. Facilitating learning by initiating inter-college collaborations at the regional, national and international levels for optimum utilization /application of resources
4. Providing alternate course delivery systems to engage and meet the needs of a diverse spectrum of learners.
5. Adopting a variety of teaching pedagogies and assessments within the same course and expanding the application of technology to enhance learner experiences
6. Providing support for digitalization of the information resources center to enable greater and speedy access to knowledge from across the world.

Strategy 4: Provide a structured approach to faculty development and enrichment

ACTIONS

1. Providing opportunities for faculty enrichment by initiating the establishment of a faculty development center
2. Facilitating faculty exchange with colleges at the regional, national and international levels
3. Designing training programs to assist teaching faculty in identifying learning styles of different types of learners and devising suitable curricular and assessment strategies
4. Creating an IT enabled feedback structure for providing feedback to teaching faculty on their strengths and areas for improvement
5. Providing teaching faculty with the resources to use the feedback ratings of learners towards improving/modifying teaching pedagogy
6. Enabling faculty to attend orientation / refresher / leadership / research and other enrichment programs organized at state / national / international levels

Strategy 5: Redesign curriculum for developing 21st century skills

Actions

1. Redesigning the existing course structure to develop 21st century skills for enabling lifelong learning
2. Expanding programs and opportunities for research at the undergraduate level by integrating faculty research into courses
3. Developing competence to be a registered higher education institution for awarding credits in the academic bank account of students across the nation.
4. Encouraging and incentivizing collaboration between departments for initiating innovative interdisciplinary programs.

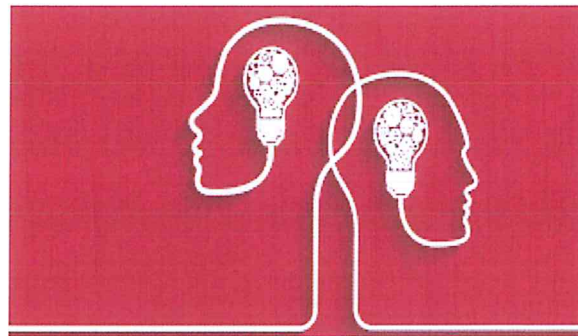
5. Introducing 1- or 2-credit community service projects as a mandatory requirement for completion of under-graduate / post-graduate program
6. Initiating Integrated Education for Enhanced Life Skills (Creative Arts, Soft skills, Vocational skills) towards empowerment of learners
7. Enabling career guidance through aptitude mapping within the second year of the undergraduate program and providing support to learners in defining career goals

Strategy 6: Provide greater access to learners belonging to underrepresented groups (economically disadvantaged / first generation learners / learners from backward areas across the country / other states and other countries)

1. Focusing on preparation of learners belonging to the underrepresented groups to take responsibility for academic success and for achieving professional, career and life goals
2. Developing strategies to ensure retention of learners and timely completion of programs by those belonging to at-risk groups
3. Structuring curriculum and academic policies to ensure ease in the process of transfer from other colleges within and outside the state
4. Engaging more full-time teaching faculty for enabling greater learner access and effective mentoring
5. Seeking financial sponsorship to support economically disadvantaged learners and retaining learners at risk of dropping out

GOAL 2

EXPLORING UNCHARTED DOMAINS IN RESEARCH, CONSULTANCY AND INNOVATION



Strategy 1: Expand resources and support for growth in research opportunities at the regional, national and international levels

Strategy 2: Provide impetus for interdisciplinary and multidisciplinary research, innovation and consultancy

Strategy 3: Focus on research initiatives that positively impact socio-economic and human development

Strategy 4: Engage undergraduate and post-graduate learners in rich and varied research, creative projects and explore opportunities for knowledge generation

Strategy 5: Initiate high-performance research computing initiatives to facilitate research and use big data analytics and applications across all disciplines

GOAL 2 - EXPLORING UNCHARTED DOMAINS IN RESEARCH, CONSULTANCY AND INNOVATION

Strategy 1: Expand resources and support for growth in research opportunities at the regional, national and international levels

Actions

1. Appointing senior research faculty with wide experience to mentor, advise and assist young faculty and students to pursue research
2. Providing effective research infrastructure (IT, information resources, physical space, equipment, chemicals and other supplies) and faculty training to enable research in new emerging areas
3. Encouraging interdisciplinary research across all academic disciplines with focus on four core themes:
 - i) Science and technology ii) Sustainable Development iii) Health and wellness iv) Women empowerment
4. Developing tools to measure faculty research productivity towards incentivizing exceptional contribution to research and publications
5. Forging collaborative arrangements with colleges and institutes for augmenting faculty research at the local, regional, national and the international levels
6. Providing adequate research funding for enabling faculty to engage in cutting edge research, innovation and earning patent rights.
7. Identifying and approaching corporate sponsors to fund faculty research and translate such research into commercial applications

Strategy 2: Provide impetus for interdisciplinary and multidisciplinary research, innovation and consultancy

Actions

1. Creating an eco-system to promote interdisciplinary and multidisciplinary faculty research, scholarship, and creative work by
 - a. Developing an interactive, visible, searchable website that lists faculty areas of expertise in research, teaching, and service
 - b. Creating a system of differentiated and individualized faculty workloads that better match interests and capabilities such as increased teaching activities in exchange for reduced research activities or reduced teaching for increased research activities for faculty with proven track record
 - c. Expanding opportunities to build vertical research teams with interdisciplinary components
 - d. Developing a well-defined academic structure / academic processes by ensuring a clear demarcation of UG and PG / Research Programs
2. Recognizing research accomplishments of faculty (using objective measurement of faculty research productivity) through promotions, awards, grants, citations and other incentives.
3. Providing opportunities to teaching faculty for undertaking consultancy in their areas of core competence through training and development.
4. Promoting and incentivizing entrepreneurial initiatives / establishment of start-ups amongst staff and students
5. Enhancing publicity and sharing of faculty and student research output to key stakeholders through open access and digital media

6. Ensuring that research scholars are strategically and equitably allocated for teaching and research that support interdisciplinary programs

Strategy 3: Focus on research initiatives that positively impact **socio-economic and human development**

Actions

1. Expanding and nurturing synergistic partnerships and funding with various stakeholders such as corporates, philanthropic, government, and community-based organizations at local, state, national, and international levels
2. Building support and appreciation for the faculty/ student research and creative work by highlighting its role in the socio-economic development and in enhancing quality of life of humanity
3. Emphasizing experiential learning methodologies at the undergraduate and post-graduate levels and encouraging research through integrated programs and courses that have societal relevance
4. Developing a wide range of 1- or 2-credit research/professional courses, or topical modules, that have value and appeal across broad disciplines

Strategy 4: Engage undergraduate and post-graduate **learners in rich and varied research, creative projects** and explore opportunities for knowledge generation

Actions

1. Creating an ecosystem that provides coordinated support services for undergraduate research
2. Developing a Center for Research and Innovation to support and organize pertinent services for providing impetus to research, publications and innovation
 - Conducting training programs to increase student knowledge on preparing research proposals for inviting grants, conducting research, preparing the report and submitting to the authorized bodies in the required format
 - Providing wide publicity for successfully funded and completed research projects
 - Facilitating learners to engage in research towards innovation and patents
3. Developing an Entrepreneurship Incubation Center to facilitate idea generation and establishment of start-ups
 - Providing training in idea generation and processes involved in initiating new ventures
 - Tie-ups with organisations / NGOs / Government bodies that support new entrepreneurial ventures
 - Mentoring by industry leaders to enable hand-holding of learners engaged in new entrepreneurial ventures
4. Designing research-based / entrepreneurship based courses to fulfill core major and/or general education requirements

Strategy 5: Initiate **high-performance research computing initiatives** to facilitate research and use big data analytics and applications across all disciplines

Actions

1. Procuring and supporting computational resources for faculty and learners and provide a learning and training environment that includes:
 - a. Technical support for computational, mathematical, and statistical consulting related to high-performance computer (HPC) enabled research

- b. Incentives for the formation of interdisciplinary research teams around HPC to encourage college community involvement in research
 - c. HPC and research computing support for teams seeking external research funding
 - d. Access to statistical expertise for research
 - e. Student and instructor access to data, HPC and research computing, and advanced analytical tools to improve opportunities for critical problem solving in multiple disciplines
2. Introducing undergraduate programs, graduate programs, certificate courses in big data / data science and/or data analytics.
 3. Formulating policies and management plans that attract new users and encourage new and innovative ways to use computing across all streams
 4. Providing incentives and distinct position in the organizational structure to foster a community of researchers in high-performance and research computing

GOAL 3

ENSURING GREATER INCLUSIVITY, DIVERSITY AND SOCIAL JUSTICE



Strategy 1: Develop robust plans for **recruitment and retention** of faculty and staff from **diverse backgrounds**



Strategy 2: Provide **support for learners from underrepresented groups** for their inclusion and success in the academic environment



Strategy 3: Create a platform through the Equal Opportunities Cell for learners, faculty, staff, and administrators to **engage in open discussion and enhanced understanding** about what it means to be a diverse and socially just community

GOAL 3 — ENSURING GREATER INCLUSIVITY, DIVERSITY AND SOCIAL JUSTICE

Strategy 1: Develop robust plans for **recruitment and retention** of faculty and staff from **diverse backgrounds**

Actions

1. Securing institutional commitment to eliminating disparities in recruitment, hiring, and retention of employees
2. Ensuring that search committees within the college understand and implement affirmative recruitment, hiring, and retention plans sensitive to diversity
3. Enhancing and supporting work/ life flexibility policies and practices to ensure greater inclusivity
4. Fostering a welcoming, supportive, and inclusive climate for faculty and staff

Strategy 2: Provide **support for learners from underrepresented groups** for their inclusion and success in the academic environment

Actions

1. Formulating and implementing policies to provide adequate support for learners from underrepresented groups
2. Providing mentorship to undergraduate and post-graduate learners from underrepresented groups in order to ensure academic success
3. Offering peer assisted learning opportunities and other support programs for underrepresented groups across all programs
4. Seeking external funding to support the academic requirements of learners from underrepresented groups
5. Recognizing academic / non-academic excellence amongst learners from underrepresented groups through awards
6. Creating opportunities to increase diversity among learners in all programs through provision of facilities such as hostel, transport, fee concessions, scholarships etc.

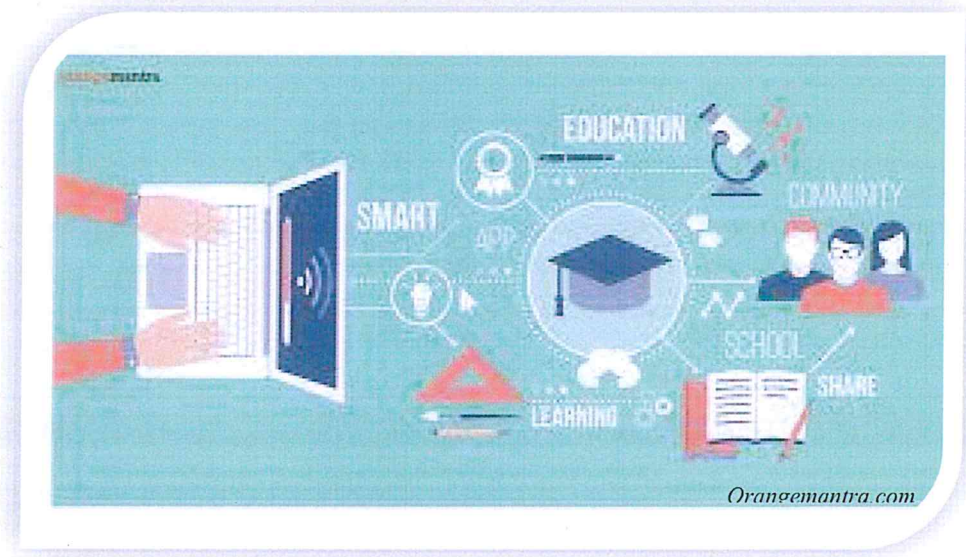
Strategy 3: Create a platform through the Equal Opportunities Cell for learners, faculty, staff, and administrators to **engage in open discussion and enhanced understanding** about what it means to be a diverse and socially just community

Actions

1. Providing training to faculty in inclusive pedagogy, classroom climate, practices and policies, and diverse learning styles
2. Expanding undergraduate coursework to address diversity and inclusion through introduction of new courses on the subject
3. Encouraging learners to participate in cultural events, debates, street plays, skits and similar activities conducted to commemorate national days and promote multicultural competency
4. Increasing awareness and pedagogical sensitivity related to equity and diversity through faculty and staff orientation and professional development programs
5. Incentivize faculty and staff to integrate diversity and inclusion principles and practices in their work

GOAL 4

ESTABLISHING ICT DRIVEN PROCESSES AND LEVERAGING TECHNOLOGIES



Strategy 1: Develop **technology driven administrative processes** that enable efficiency and effectiveness in hiring and retaining employees and in performance management

Strategy 2: Prioritize and **improve information technology infrastructure** to better meet future technology-related needs

Strategy 3: Establish **state-of-the-art IT driven administrative processes** that serve faculty, staff, and learners with the highest degree of service and efficiency

Strategy 4: Develop **IT enabled processes** for curriculum redesign, problem solving, interdisciplinary collaborative activities, community / civic engagement to **meet the needs of future learners**

GOAL 4 — ESTABLISHING ICT DRIVEN PROCESSES AND LEVERAGING TECHNOLOGIES

Strategy 1 Develop **technology driven administrative processes** that enable efficiency and effectiveness in hiring and retaining employees and in performance management

Actions

1. Strengthening the hiring process using ICT with emphasis on recruitment of diverse applicants
2. Re-engineering human resource management from recruitment to exit, through implementation of paperless electronic processes
3. Developing a system designed to hire qualified people for jobs at all levels in a timely manner
4. Providing greater impetus to staff development programs with focus on upgradation of knowledge and skills in ICT
5. Enabling a structured and technology driven Performance Management System

Strategy 2: Prioritize and **improve information technology infrastructure** to better meet future technology-related needs

Actions

1. Implementing a shared governance process for enabling greater transparency in building IT infrastructure
2. Developing a comprehensive IT strategic plan in collaboration with the mLAC community
3. Preparing an annual IT budget on the basis of department budgets based on priorities to be addressed
4. Evaluating all IT services periodically to effect improvements for enhancing effectiveness of academic and administrative processes
5. Ensuring consistency and integration of systems and information across the college
6. Enabling the optimum utilization of integrated systems and assisting staff in learning new systems

Strategy 3: Establish **state-of-the-art IT driven administrative processes** that serve faculty, staff, and learners with the highest degree of service and efficiency

Actions

1. Implementing an interactive online budget and reporting system
2. Introducing IT driven processes for reviewing contracts, maintenance agreements, equipment purchases and communicating the approval to relevant departments
3. Developing IT enabled processes for budgeting, accounting, financial planning and other administrative functions
4. Upgrading automation/LMS periodically to ensure timely and responsive data management without dependence on particular individuals
5. Adopting e-tracking process to check progress of academic / research and administrative activities

Strategy 4: Develop **IT enabled processes** for curriculum redesign, problem solving, inter-disciplinary collaborative activities, community / civic engagement **to meet the needs of future learners**

Actions

1. Adopting IT enabled processes for revision of programs and courses towards meeting the changing needs of learners.
2. Developing interactive IT infrastructure to enhance the efficiency of various academic processes through an embedded mechanism of periodic feedback from all stakeholders
3. Addressing academic and other issues of learners, faculty and staff in a timely manner through effective application of IT
4. Creating IT enabled processes to promote seamless execution of inter-disciplinary collaborative initiatives
5. Developing an IT driven system for community / civic engagement such as monitoring of activities undertaken in the schools / villages adopted, traffic management in the vicinity of the college, maintenance of green zones in the local community on a regular basis

GOAL 5

EXPANDING BOUNDARIES TO HAVE A GLOBAL PRESENCE



GOAL 5 — EXPANDING BOUNDARIES TO HAVE A GLOBAL PRESENCE

Strategy 1: Prioritize **internationalization** of institution-wide strategic plans

Actions

1. Leading a collaborative process to develop a vision, mission and organizational values for the college to meet the need for global presence
2. Ensuring uniformity in all forms of internal and external communication through a structured process of brand and image building
3. Encouraging departments to incorporate specific global initiatives into their planning
4. Establishing committees and/or task forces to monitor and assess progress of internationalization plans, including benchmarking with similar institutions
5. Ensuring that global education, research, service, and outreach by teaching faculty and staff are recognized and valued in recruitment and promotion
6. Working to create a campus community that reflects the diversity of the global environment

Strategy 2 Provide appropriate **administrative leadership and structure** to promote and coordinate the globalization efforts of the college

Actions

1. Creating a high-powered think-tank to draw out a plan of action for kick-starting the globalization efforts of the college
2. Constituting a team to initiate and promote collaborative academic arrangements with colleges / universities abroad.
3. Encouraging and enabling faculty and student exchange across all programs at the international level
4. Establishing clear internal and external communication channels to promote internationalization efforts (e.g., global website, campus events, newsletters)

Strategy 3 Create an eco-system for **internationalization of the curriculum and co-curricular activities** to ensure that learners build global competence

Actions

1. Providing professional development opportunities for faculty to develop global competence and incorporating global perspectives into the curriculum and in teaching
2. Encouraging teaching faculty to design and offer globally relevant programs / courses
3. Providing learning experiences through student exchange at the international levels
4. Enabling learners to engage in online courses offered by universities abroad through MOOC platforms
5. Organizing events / activities to create awareness and sensitize learners to contemporary global issues

Strategy 4: Create **support mechanisms** to provide faculty with opportunities to develop global competence

Actions

1. Enhancing opportunities for teaching, conducting research, and attending conferences / workshops / symposia abroad
2. Providing support to teaching faculty towards applying for international scholarship (e.g., Fulbright)

Strategy 5: Formalize the process of strategic planning and proposal review, approval, tracking, and assessment of international partnerships

Actions

1. Identifying strategic regions and countries as potential partner locations, based upon ability to support and sustain collaborations
2. Creating an interdisciplinary review team to examine and confirm that proposed international collaborations are aligned with institutional mission, are financially viable, and have appropriate academic approvals
3. Streamlining administrative process and legal review of collaborative agreements (e.g., memorandums of understanding/agreements)
4. Updating collaboration proposal guidelines on website and communicating these to the faculty
5. Reviewing collaborations annually for operational effectiveness and communicating with partners to discuss and implement changes as needed
6. Assessing the effectiveness of programs offered in collaboration with international partner institution through a structured feedback mechanism

GOAL 6

EXECUTING A ROBUST MODEL FOR ADVANCEMENT



GOAL 6 — EXECUTING A ROBUST MODEL FOR ADVANCEMENT

Strategy 1: Embark on an **expansion plan** by setting up a new campus

Action: Initiate establishment of a state-of-the-art campus at Sondekoppa with the following schools / centers

1. School of Life Sciences
2. School of Business Management with international linkage
3. Center for Advanced IT Applications / Skills
4. Center for Research and Innovation
5. Skill Development Center for Women / Institute of Vocational Studies for Women
6. Entrepreneurship Incubation Center
7. Center for Performing Arts
8. Center for Yoga and Physical Fitness

Strategy 2: Ensure a **cutting-edge infrastructure** that supports a robust advancement model

Action: Initiate establishment, expansion and / or upgradation of the following:

1. Divyang friendly infrastructure
2. Laboratories – Sciences, Humanities, Commerce & Management
3. Student support centers – NCC, NSS, YRC, Sports, Placement, Counseling, WDC, Museum. Culture Promotion Center
4. State-of-the-art Audio-visual center, Media center, Auditorium, Seminar halls, Smart classrooms
5. Green campus initiatives

Strategy 3: **Accelerate academic processes** towards strengthening 21st century skills among learners

Action: Initiate establishment of the following centers

1. Center for Foreign Languages
2. Center for Advanced Learners
3. Center for e-learning
4. Center for Remedial Learning
5. Center for Value Education

Strategy 4: Develop competencies among staff and students for **building resilience and adaptability**

Action: Initiate establishment of the following centers

1. Center for Career Guidance and Progression
2. Center for Learning and Development (Administrative Staff)

3. Center for Faculty Enrichment
4. Heritage Club

Strategy 5: Strengthen relationships with all stakeholders

Action: Initiate establishment of the following centers

1. Center for Women Studies
2. Center for Outreach and Social Action (COSA)
3. Center for Consultancy Promotion
4. Vocational Institute for Rural and Marginalized sections
5. Center for Industry-academia interface
6. Center for Parent-teacher interface

Strategy 6: Create a corpus fund for enabling advancement

Action: Creating special funds to ensure financial discipline:

1. First Generation Learners Fund
2. Scholarship Fund
3. Infrastructure Fund
4. Maintenance Fund
5. Community Development / Outreach Activities Fund
6. IQAC Activities Fund
7. Faculty Development Fund
8. Student support Fund
9. Prize / Endowment Fund
10. Learning Resources Fund
11. ICT Enhancement Fund

Strategy 7: Create a mechanism for periodic audits and submission of reports

Actions: Establishing an ICT driven audit process for the following:

1. Audit of academic processes by IQAC
2. Audit of evaluation processes by IQAC and an independent external body
3. Audit of the physical infrastructure by an independent external body
4. Audit of the IT infrastructure by an independent external body
5. Financial audits
6. Green audit



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CONCLUSION

The Strategic Plan 2021-2030 with the Overarching Focus: Defining Purpose, Developing People and Driving Processes towards Excellence shall be spearheaded by a high-powered think-tank comprising eminent educationists / academicians / research experts to propel the plan towards action. This will provide direction for the effective implementation of the plan while remaining rooted to the vision, mission and core values of mLAC.

ATTESTED

Seshkala A

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