Institutional Development Plan (IDP) 2025-2030

RMS Polytechnic, Vadodara

Prepared by IDP Core Committee, RMS Polytechnic
Date February 14, 2026
Affiliated to Gujarat Technological University (GTU), Ahmedabad
Approved by All India Council for Technical Education (AICTE)
Governed by Technical Examination Board, Gujarat State

Certificate

This is to certify that the Institutional Development Plan (IDP) for RMS Polytechnic, Vadodara, for the period 2025-2030 has been prepared by the IDP Core Committee in accordance with the guidelines of the University Grants Commission (UGC), National Education Policy (NEP) 2020, and directives from the Knowledge Consortium of Gujarat (KCG). The plan aligns with skill-based technical education and local industry needs. It has been reviewed and approved by the Chairman and Principal.

Dr. Vipul Pabari
(Chairperson)

Mr. Parvesh Shah
(IDP Coordinator)

Date: February 14, 2026

Acknowledgement

The preparation of this Institutional Development Plan (IDP) has been a collaborative effort involving various stakeholders at RMS Polytechnic. We extend our sincere gratitude to the Chairman, Dr. Manish Shah, for his visionary guidance and approval. Special thanks to Principal Vipul Pabari for his leadership in steering the committee.

We acknowledge the contributions of all IDP Core Committee members, including department heads, senior lecturers, and industry representatives such as Mr. Himanshu Patel from VCCI, Vadodara. Their insights during workshops and data compilation were invaluable.

We also thank the faculty, staff, and students for providing baseline data and participating in the SWOC analysis workshop. Inputs from affiliating bodies like GTU and AICTE have ensured alignment with national standards.

This plan reflects our commitment to enhancing technical education in line with NEP-2020.

IDP Core Committee
RMS Polytechnic, Vadodara

Executive Summary

RMS Polytechnic, established in 2005 as a Self-financed institution in Vadodara, Gujarat, has developed this Institutional Development Plan (IDP) for 2025-2030 to foster academic excellence, industry alignment, and sustainable growth. Aligned with NEP-2020, the plan emphasizes skill-based education, employability, and ethical practices.

Key highlights include:
- Institutional Profile Offering seven diploma programs in engineering and architecture with a total intake of 540 students, supported by 72 permanent faculty members (1:25 ratio as per AICTE norms).
- SWOC Analysis Strengths in experienced faculty and infrastructure; weaknesses in research and funding; opportunities in industry collaborations; challenges in competition and resource constraints.
- Strategic Goals Seven focused areas, including curriculum enhancement, faculty development, infrastructure modernization, and student support.
- Action Plan Detailed year-wise activities, timelines, budgets, and KPIs for each goal.
- Budget Estimated at ₹50-60 crores over five years, sourced from government schemes, internal revenue, industry CSR, and alumni Network.
- Monitoring Quarterly reviews by IQAC and annual reports to GTU/UGC.

This IDP aims to position RMS Polytechnic as a leader in diploma technical education, enhancing employability and contributing to regional development. Implementation will be institute-driven, with GTU facilitating monitoring.

Table of Contents

1. Introduction

The Institutional Development Plan (IDP) serves as a strategic roadmap for RMS Polytechnic to achieve excellence in technical education over the next five years (2025-2030). Developed in response to UGC guidelines and KCG directives (Letter No.: KCG/2025-26/144 dated 30/04/2025), this plan explicitly aligns with the National Education Policy (NEP) 2020, emphasizing multidisciplinary learning, skill development, and industry integration.

As a polytechnic institution focused on diploma engineering, RMS Polytechnic recognizes the need to adapt to evolving industry demands in Gujarat's manufacturing and technology sectors. The IDP was constituted through an immediate formation of a Core Committee on 06/02/2024, approved by the Chairman. This document compiles baseline data, SWOC analysis, and actionable strategies to enhance academic quality, infrastructure, and student outcomes.

The plan is polytechnic-centric, avoiding university-level complexities, and prioritizes realistic goals.

2. Background / Organizational Overview

RMS Polytechnic, located at Bakrol, Ajwa-Nimeta Road, Ta. Waghodia, Dist. Vadodara, was established in 2005 as a Self-financed institution dedicated to diploma-level technical education. Since its inception, it has been affiliated with the Technical Examination Board (TEB), Gujarat State, for the period 2005-2008, and subsequently with Gujarat Technological University (GTU) from 2008-09 to 2025-26.

The institute's history reflects a commitment to skill-based education in response to local industry needs. Approved by AICTE since 2005 (Permanent Institute ID: 1-431090664; Application No. for 2026-27: 1-46228434518), RMS Polytechnic has grown to offer seven diploma programs, catering to over 1,000 students annually, including lateral entries.

GTU Affiliation Details:
- University Name: Gujarat Technological University
- Address: Nr. Vishwakarma Government Engineering College, Nr. Visat Three Road, Sabarmati-Koba Highway, Chandkheda, Ahmedabad - 382424
- Phone: 079-23267521/570; Fax: 079-23267580
- Website: www.gtu.ac.in; Email: info@gtu.ac.in
- Period: 2008 to 2026

TEB Affiliation Details:
- Board Name: Technical Examination Board, Gujarat State
- Address: 3rd Floor, Block-2, Karmayogi Bhavan, Sector 10-A, Gandhinagar - 382010
- Phone: 079-23253548; Fax: 079-23253539
- Website: https://teb.gujarat.gov.in; Email: coe-teb@gujarat.gov.in
- Period: 2005-2008

The institute's location in Vadodara, a hub for Chemical, Mechanical, and Electrical industries, positions it ideally for collaborations. Over the years, RMS has maintained a focus on practical training through workshops and labs, evolving with technological advancements while upholding ethical and sustainable practices.

The IDP Core Committee, formed on 06/02/2024, comprises 13 members representing trust, administration, departments, IQAC, and industry. This structure ensures diverse input for strategic planning.

3. Institutional Basic Information

3.1 Institutional Identity

- Name: RMS Polytechnic
- Address: At. Bakrol, Ajwa-Nimeta Road, Ta. Waghodia, Dist. Vadodara, Gujarat
- Type: Self-financed Institute
- Year of Establishment: 2005
- AICTE Approval: From 2005 to 2026 (File No. 2005-06/006/7759)
- Permanent ID: 1-431090664

The institute operates under a trust framework, with Dr. Manish Shah as Patron.

3.2 Academic Information

RMS Polytechnic offers diploma programs in engineering and architecture, all of 3 years/6 semesters duration. Approved intakes are as follows:

Sr. No.	Program Name	Approved Intake
1	Diploma Chemical Engineering	60
2	Diploma Civil Engineering	60
3	Diploma Computer Engineering	120
4	Diploma Electrical Engineering	90
5	Diploma Mechanical Engineering	120
6	Diploma Architecture	30
7	Diploma in Information Technology	60

All programs are affiliated with GTU and emphasize practical skills aligned with NEP-2020.

3.3 Establishment Details

Established in 2005, the institute has consistently renewed AICTE approvals, with the latest for 2025-26 (Application No. 1-44642452398). It adheres to GTU's academic calendar and examination system.

3.4 Faculty Status

As per AICTE guidelines, the faculty-to-student ratio is 1:25. RMS Polytechnic has 65 faculty members and 7 Heads of Department (HODs), all permanent. The committee structure highlights key roles:

Sr. No.	Name	Designation	Department	Position in IDP Commit
1	Dr. Manish Shah	Chairman	Trust	Patron
2	Vipul Pabari	Principal	RMS Polytechnic	Chairperson
3	Mr. Purvesh Shah	HOD & In-charge Principal	Mechanical	IDP Coordinator
4	Mr. Ronak Patel	Sr. Lecturer	Mechanical	Member
5	Mr. Manthan Panchal	Sr. Lecturer	Electrical	Member
6	Mrs. Prerna Sutariya	Sr. Lecturer	Civil	Member
7	Mrs. Dipixa Rana	Sr. Lecturer	Computer	Member
8	Mr. Dipesh Vagheala	Sr. Lecturer	IT	Member
9	Mr. Pankaj Padhiyar	Sr. Lecturer	Chemical	Member
10	Ms. Zill Patel	Sr. Lecturer	Architecture	Member
11	Roshan Thakkar	Sr. Lecturer	Mechanical	IQAC Coordinator
12	Mr. Himanshu Patel	Secretary	VCCI, Vadodara	Industry Representative
13	Chandrakant Makwana	Administrative Officer	Admin	Member

3.5 Programs Offered and Student Profile

Student enrollment data, category-wise, reveals a diverse intake:

Course	Intake	General Male	General Female	OBC Male	OBC Female	SC Male	SC Female	ST Male	ST Female	Ph Male
Mechanical Engineering	120	114	0	21	0	27	0	18	1	0
Electrical Engineering	90	66	1	14	1	33	1	14	1	0
Civil Engineering	60	47	2	4	0	5	1	7	2	0
Computer Engineering	120	89	24	25	13	26	14	10	5	0
Chemical Engineering	60	112	0	19	1	10	0	1	2	0
Architecture	30	52	5	5	1	0	0	0	0	0
Information Technology	60	63	21	11	8	9	9	3	3	0

Analysis: Total students = 1,154 (including laterals). Male dominance (85%) in engineering branches; higher female participation in Computer and IT (20-30%). Reserved categories (OBC, SC, ST) constitute ~40%, promoting inclusivity. Lateral entries are prominent in Mechanical (29%) and Electrical (29%), indicating strong certificate-to-diploma pathways.

3.6 Infrastructure and Facilities

RMS Polytechnic boasts comprehensive facilities, including labs, workshops, library, and ICT resources. Key rooms and areas:

Room No.	Room type	Carpet area(in m^2)
002	E.M.I.M.C-I Lab	134.85
008	Laboratory	66
009	Laboratory	66
010	Laboratory	67
011	Chemistry Lab	66
012	Power Plant Thermal, Electrical Fundamental Lab	67.15
013	Laboratory	66
014	D.M.E./B.M.E. Mechanical Lab	85.75
015	Concrete Lab	80.15
016	CT/MT.S.O.M. Lab	108.70
017/A	Soil Lab	66
017/B	Laboratory	66
018	Workshop	371.26
018/B	Additional Workshop	
020	CNC Lab	66
021	MP/FM/HM Lab	68.65
022	Laboratory	48.10
023/A	Placement Office	50.00
023/B	Seminar Hall	132.00
024	Transport Lab	66
025	Toilet	33.00
026	Toilet	33.00
027	Laboratory	84.05
028	Laboratory	84.05

029	Electrical Panel Room	33.25
101	Class Room	66.00
102/A	Computer Lab	66.35
102/B	Exam Control Room	66.35
103/A	CAD/CAM Lab	41.85
103/B	Central Store	34.85
104	Class Room	66.00
105	Class Room	66.00
106	Class Room	66.00
107	Drawing Room	134.00
108	Reading Room	230.00
108/A	Library	270.30
109	Class Room	67.15
110	Laboratory	67.15
111	Applied Machine Lab	85.75
112	Electrical Lab	87.00
113	Electrical Lab (TND,ICM)	102.05
114	Laboratory	66.00
115	M.S.M.Lab	66.00
116	Class Room	66.00
117	Drawing Hall	133.80
118	Physic Lab	66.00
119	Audio Visual Lab	66.00
120	Computer Lab	102.25
121	Class Room	87.00
122	Computer Lab	85.75
123	Laboratory	67.15
124	Toilet	67.15
125	Laboratory	55.55

126	Laboratory	55.55
127	Laboratory	55.55
128	Laboratory	84.05
201	Class Room/Tutorial	66.00
202/A	Computer Lab	66.35
202/B	Computer Lab	66.35
203	Laboratory	79.50
204	Class Room	66.00
205	Class Room	66.00
206	Class Room	66.00
207	Class Room	66.00
208/A	Class Room	99.00
208/B	Tutorial	33.00
209	Tutorial	33.00
210/A	Class Room	66.35
210/B	Class Room	66.35
211	Class Room	66.00
212	Class Room	67.15
213	Class Room	67.15
214	Class Room	85.75
215	Class Room	66.00
216	Laboratory	123.00
217	Class Room	66.00
218	Class Room	66.00
219	Class Room	66.00
220/A	Class Room	66.00
220/B	Class Room	66.00
222	Class Room/Tutorial	66.00
223	Class Room/Tutorial	101.55

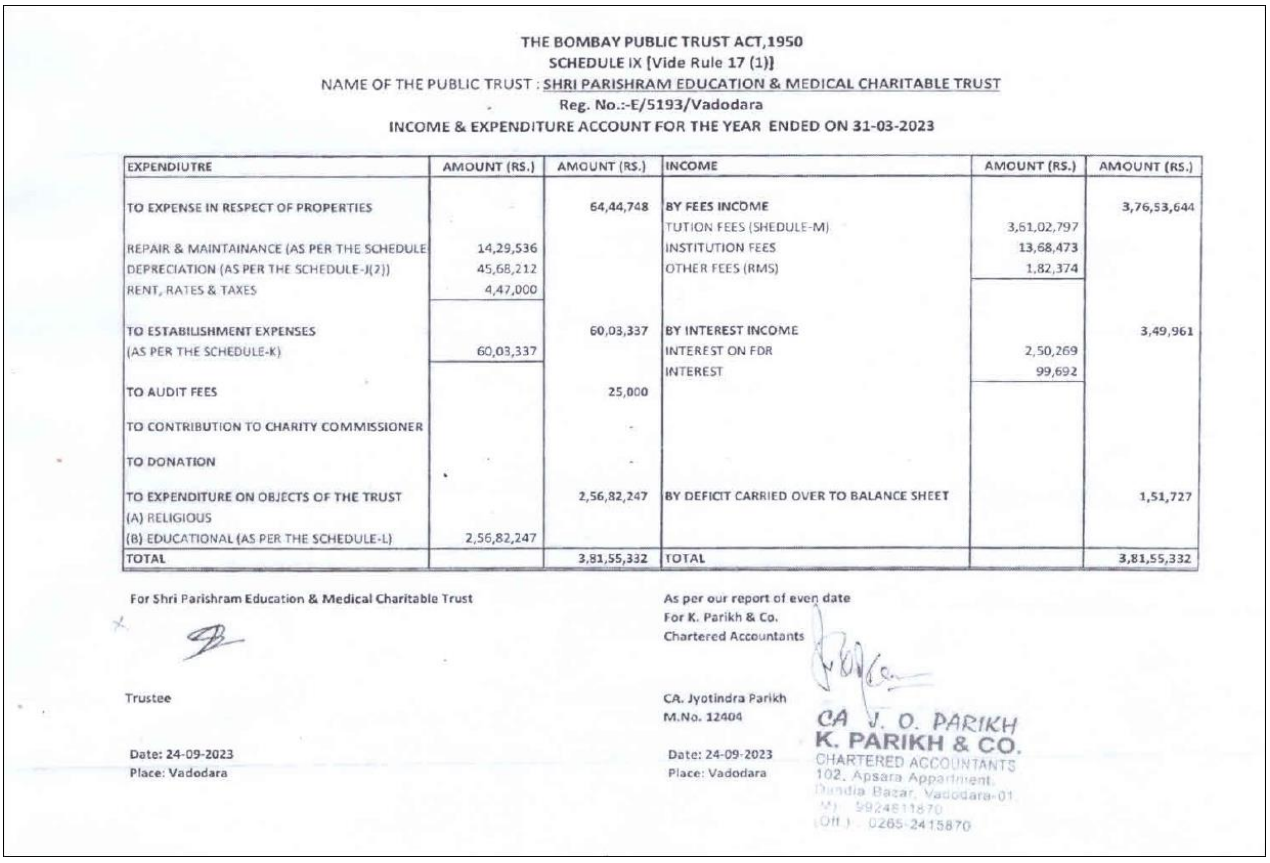
224	Class Room/Tutorial	87.10
226	Class Room/Tutorial	67.15

The workshop spans 371.26 m², supporting practical training. Library is 270.30 m² with a reading room 230 m². Computer labs are distributed across floors, ensuring ICT integration.

Facilities include seminar halls, placement office, and toilets. Total built-up area supports 1,000+ students, with emphasis on modernization for NEP compliance.

3.7 Financial Snapshot

The financial operations of RMS Polytechnic are managed through its parent body, **Shri Parishram Education & Medical Charitable Trust (Reg. No. E/5193/Vadodara)**. The Income & Expenditure Accounts for the last three financial years (audited and submitted as per the Bombay Public Trust Act, 1950) provide a clear picture of the institute's financial health and growth trajectory.



THE BOMBAY PUBLIC TRUST ACT,1950
SCHEDULE IX [Vide Rule 17 (1)]
NAME OF THE PUBLIC TRUST : SHRI PARISHRAM EDUCATION & MEDICAL CHARITABLE TRUST
Reg. No.:-E/5193/Vadodara
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31-03-2023

EXPENDIUTRE	AMOUNT (RS.)	AMOUNT (RS.)	INCOME	AMOUNT (RS.)	AMOUNT (RS.)
TO EXPENSE IN RESPECT OF PROPERTIES		64,44,748	BY FEES INCOME		3,76,53,644
			TUTION FEES (SHEDULE-M)	3,61,02,797	
REPAIR & MAINTAINANCE (AS PER THE SCHEDULE	14,29,536		INSTITUTION FEES	13,68,473	
DEPRECIATION (AS PER THE SCHEDULE-J(2))	45,68,212		OTHER FEES (RMS)	1,82,374	
RENT, RATES & TAXES	4,47,000				
TO ESTABILISHMENT EXPENSES		60,03,337	BY INTEREST INCOME		3,49,961
(AS PER THE SCHEDULE-K)	60,03,337		INTEREST ON FDR	2,50,269	
			INTEREST	99,692	
TO AUDIT FEES		25,000			
TO CONTRIBUTION TO CHARITY COMMISSIONER		-			
TO DONATION		-			
TO EXPENDITURE ON OBJECTS OF THE TRUST		2,56,82,247	BY DEFICIT CARRIED OVER TO BALANCE SHEET		1,51,727
(A) RELIGIOUS					
(B) EDUCATIONAL (AS PER THE SCHEDULE-L)	2,56,82,247				
TOTAL		3,81,55,332	TOTAL		3,81,55,332

For Shri Parishram Education & Medical Charitable Trust

Trustee

Date: 24-09-2023
Place: Vadodara

As per our report of even date
For K. Parikh & Co.
Chartered Accountants

CA. Jyotindra Parikh
M.No. 12404

Date: 24-09-2023
Place: Vadodara

CA J. O. PARIKH
K. PARIKH & CO.
CHARTERED ACCOUNTANTS
102, Apsara Appartment,
Dandia Bazar, Vadodara-01
(M) 9924611870
(Off.) 0265-2415870

THE BOMBAY PUBLIC TRUST ACT,1950
SCHEDULE IX [Vide Rule 17 (1)]
NAME OF THE PUBLIC TRUST : SHRI PARISHRAM EDUCATION & MEDICAL CHARITABLE TRUST
Reg. No.:-E/5193/Vadodara
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31-03-2024

EXPENDIUTRE	AMOUNT (RS.)	AMOUNT (RS.)	INCOME	AMOUNT (RS.)	AMOUNT (RS.)
TO EXPENSE IN RESPECT OF PROPERTIES		84,53,333	BY FEES INCOME		4,72,90,301
			TUTION FEES	4,51,02,415	
REPAIR & MAINTAINANCE (AS PER THE SCHEDULE-J	29,21,987		INSTITUTION FEES	19,90,886	
DEPRECIATION (AS PER THE SCHEDULE-J(2))	53,82,346		SPONSORSHIP FEES	1,97,000	
RENT, RATES & TAXES	1,49,000				
TO ESTABILISHMENT EXPENSES		70,79,332	BY INTEREST INCOME		3,20,020
(AS PER THE SCHEDULE-K)	70,79,332		INTEREST ON FDR	2,51,541	
			INTEREST	68,479	
TO AUDIT FEES		75,000			
TO CONTRIBUTION TO CHARITY COMMISSIONER		50,000			
TO DONATION		-			
TO EXPENDITURE ON OBJECTS OF THE TRUST		2,78,81,065	BY DEFICIT CARRIED OVER TO BALANCE SHEET		(40,71,591)
(A) RELIGIOUS					
(B) EDUCATIONAL (AS PER THE SCHEDULE-L)	2,78,81,065				
TOTAL		4,35,38,730	TOTAL		4,35,38,730

For Shri Parishram Education & Medical Charitable Trust

Trustee

Trustee

Date: 28-09-2024
Place: Vadodara

As per our report of even date
For K. Parikh & Co.
Chartered Accountants

CA. Jyotindra Parikh
M.No. 12404
Date: 28-09-2024
Place: Vadodara

CA J. O. PARIKH
K. PARIKH & CO.
CHARTERED ACCOUNTANTS
102, Apsara Appartment,
Dandia Bazar, Vadodara-01.
(M) : 9924811870
(Off.) : 0265-2415870

THE BOMBAY PUBLIC TRUST ACT,1950
SCHEDULE IX [Vide Rule 17 (1)]
NAME OF THE PUBLIC TRUST : SHRI PARISHRAM EDUCATION & MEDICAL CHARITABLE TRUST
Reg. No.:-E/5193/Vadodara
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31-03-2025

EXPENDIUTRE	AMOUNT (RS.)	AMOUNT (RS.)	INCOME	AMOUNT (RS.)	AMOUNT (RS.)
TO EXPENSE IN RESPECT OF PROPERTIES		1,39,41,712	BY FEES INCOME		6,51,45,291
			TUTION FEES	6,27,94,086	
REPAIR & MAINTAINANCE (AS PER THE SCHEDULE	84,67,661		INSTITUTION FEES	22,61,205	
DEPRECIATION (AS PER THE SCHEDULE-J(2))	54,74,051		SPONSORSHIP FEES	90,000	
RENT, RATES & TAXES			(AS PER THE SCHEDULE-M)		
TO ESTABILISHMENT EXPENSES		22,44,068	BY INTEREST INCOME		49,50,318
(AS PER THE SCHEDULE-K)	22,44,068		DONATION	41,13,800	
			INTEREST INCOME	8,36,518	
TO AUDIT FEES		1,00,000			
TO CONTRIBUTION TO CHARITY COMMISSIONER		-			
TO DONATION		-			
TO EXPENDITURE ON OBJECTS OF THE TRUST		3,69,17,813	BY DEFICIT CARRIED OVER TO BALANCE SHEET		(1,68,92,016)
(A) RELIGIOUS					
(B) EDUCATIONAL (AS PER THE SCHEDULE-L)	3,69,17,813				
TOTAL		5,32,03,593	TOTAL		5,32,03,593

For Shri Parishram Education & Medical Charitable Trust

Trustee

Trustee

Date:
Place: Vadodara

As per our report of even date
For K. Parikh & Co.

Chartered Accountants

CA. Jyotindra Parikh
M.No. 12404

Date:
Place: Vadodara

CA J. O. PARIKH
K. PARIKH & CO.
CHARTERED ACCOUNTANTS
102, Apsara Appartment,
Dandia Bazar, Vadodara-01.
(M) : 9924811870
(Off.) : 0265-2415870

Key Financial Highlights & Interpretation

1. Robust Revenue Growth

Student fees (the primary source of income) have grown consistently from 2022-23 to 2024-25 — a compound annual growth rate of approximately 31%. This reflects healthy demand for the institute's diploma programmes, increased intake, and timely fee revisions.

2. Rising Investment in Education

The Trust has steadily increased expenditure on educational objects from ₹2.57 crore to ₹3.69 crore (44% rise). This includes faculty salaries, laboratory development, library, and student support activities — directly supporting the IDP goals of infrastructure modernisation and academic quality enhancement.

3. Infrastructure Focus

Repair & maintenance expenses have surged (₹14.30 lakh → ₹84.68 lakh), indicating proactive investment in workshops, labs, and campus facilities. Depreciation has also risen modestly, reflecting addition of new assets.

4. Surplus/Deficit Trend

- 2022-23 : Marginal deficit of ₹1.52 lakh
- 2023-24 : Healthy surplus of ₹40.72 lakh
- 2024-25 : Deficit of ₹1.69 crore (mainly due to accelerated infrastructure and educational spending)

The 2024-25 deficit is viewed as a strategic investment rather than operational weakness, as it coincides with major upgrades aligned with the 2025–2030 IDP.

5. Financial Sustainability

- More than **95%** of total income is generated from student fees.
- To reduce dependency on fees and ensure long-term sustainability, the IDP proposes diversification through: – Government schemes (UGC, AICTE, Gujarat Skill Development) – Industry CSR and consultancy revenue – Alumni contributions – Short-term skill-based certificate courses

The increasing share of property and educational expenses demonstrates the institute's commitment to quality infrastructure and academic delivery.

Conclusion for IDP

The financial baseline is strong and growing. The consistent rise in fee income and deliberate increase in educational and infrastructure spending provide a solid foundation for the ambitious targets outlined in the 2025–2030 Institutional Development Plan.

4. SWOC Analysis

4.1 Strengths

RMS Polytechnic, Vadodara, possesses several core strengths that position it as a reliable and competitive diploma-level technical education provider in Gujarat. These strengths form a solid foundation for implementing the 2025–2030 Institutional Development Plan and achieving sustained growth.

4.1.1. Experienced and Permanent Faculty

The institute maintains a team of 65 permanent faculty members along with 7 Heads of Departments, adhering strictly to the AICTE-prescribed faculty-to-student ratio of 1:25. All faculty positions are filled with qualified, experienced professionals holding relevant postgraduate qualifications and industry exposure. This permanence ensures continuity in teaching, mentorship, and curriculum delivery, minimizing disruptions common in institutions relying on contractual staff. Faculty stability supports consistent academic performance, student guidance, and participation in IQAC-driven quality initiatives. The experienced cadre has enabled effective delivery of practical-oriented diploma programs in branches such as Mechanical, Chemical, Electrical, and Computer Engineering, contributing to strong student outcomes and placement readiness.

4.1.2. Well-Equipped Workshops and Laboratories

RMS Polytechnic features modern and adequately sized infrastructure, particularly in hands-on training facilities. Notable highlights include:

- A dedicated Labs equipped for various Subjects exposing students to industry-standard precision manufacturing tools.
- Specialized labs in each programs, and a large Workshop with additional space. These facilities support skill-based learning aligned with NEP-2020 and GTU curriculum requirements. The institute's focus on practical training is evident in high lateral entry numbers indicating strong foundational skills among students transitioning from ITI or other diplomas.

4.1.3. Strategic Location Near Industrial Hubs

Situated at Bakrol on Ajwa-Nimeta Road, Ta. Waghodia, Dist. Vadodara (approximately 8–10 km from central Vadodara), the campus enjoys excellent proximity to Vadodara's thriving industrial ecosystem. Vadodara is a major hub for **Chemicals and Petrochemicals**, **Pharmaceuticals**, **Engineering**, **Mechanical manufacturing**, and **Electrical industries**, hosting companies such as Reliance Industries, AM/NS, Sabic, UPL, ABB, Alembic, RR Kabel, CEAT, and numerous MSMEs in nearby Industrial Estates. This location facilitates:

- Easy access for **industrial visits**, internships, and guest lectures.
- Direct alignment of programs (especially Chemical, Mechanical, and Electrical Engineering) with local employer needs.
- Opportunities for industry collaborations, live projects, and placements (evidenced by past drives with Reliance and others). The strategic positioning enhances employability and supports the IDP's emphasis on industry linkage and skill relevance.

4.1.4. Strong IQAC Coordination and Quality Assurance Framework

The Internal Quality Assurance Cell (IQAC) is actively coordinated by a dedicated team, ensuring systematic monitoring of academic and administrative processes. IQAC drives continuous improvement through workshops, feedback mechanisms, and alignment with NAAC/UGC standards. This strong coordination has contributed to consistent AICTE approvals (up to 2026), GTU affiliation renewal, and proactive SWOC-based planning.

These strengths collectively enable RMS Polytechnic to deliver high-quality, industry-relevant technical education while maintaining financial stability and investing in infrastructure upgrades.

4.2 Weaknesses

While RMS Polytechnic demonstrates strong foundational strengths in teaching and infrastructure, several internal and structural limitations hinder its full potential for long-term excellence, innovation, and alignment with NEP-2020's emphasis on research, entrepreneurship, and multidisciplinary outcomes.

4.2.1. Limited Research Culture and Output

As a diploma-focused polytechnic, the institute currently lacks a structured research ecosystem. There is minimal emphasis on original research projects, publications in refereed journals, or participation in funded research schemes (e.g., GTU's Research Promotion Scheme - Minor Research Projects or UGC/AICTE grants). No dedicated research cell, seed funding mechanism, or incentives exist to promote scholarly activities. This results in negligible research output, low visibility in academic circles, and limited contribution to knowledge creation—despite GTU's push for innovation through policies like the Research Council guidelines and RPS-MRP scheme.

4.2.2. Absence of Patents and Intellectual Property Activity

The institute has filed rare patents to date, reflecting a broader gap in intellectual property awareness and protection. Diploma-level programs prioritize skill-based training and curriculum compliance over invention, prototyping for commercialization, or IP generation. Students and faculty receive little exposure to patent processes, prior art searches, or technology transfer mechanisms. This weakness is common among many polytechnic colleges in Gujarat and India, where systemic barriers—such as limited access to patent attorneys, high filing costs, and absence of dedicated IP cells—discourage patent activity. Without patents, the institute misses opportunities to showcase innovation, attract industry partnerships, or generate revenue through licensing.

4.2.3. Lack of Startup Ecosystem and Entrepreneurial Initiatives

There is no formal incubation center at RMS Polytechnic. Final-year projects remain largely academic exercises rather than prototypes with market potential. Few Student-led startups have emerged till date under GTU's innovation ecosystem (e.g., SSIP Gujarat, GIC initiatives, or Startup India linkages). Factors include limited mentorship from industry experts, absence of seed funding or prototype grants, and lack of awareness. This gap limits student employability in emerging sectors and prevents the institute from contributing to Gujarat's startup ambitions (despite state-level efforts like SSIP 2.0).

4.3 Opportunities

1. **Focused Branch Promotion & Awareness** Launch targeted marketing: school/ITI visits, social media campaigns, local newspaper ads, and career guidance sessions highlighting:
    - Civil: Gujarat’s infrastructure boom (smart cities, highways, metro projects).
    - Architecture: Sustainable design, heritage conservation, and urban growth in Vadodara.

Target: Achieve 90–100% utilization in Civil and 120%+ in Architecture within 2–3 years.

2. **Curriculum & Skill Relevance Enhancement** Introduce high-demand add-on/certification modules:
    - Civil: BIM, GIS, Precast Technology, Sustainable Construction.
    - Architecture: Green Building Design, Revit/AutoCAD advanced, Interior & Landscape Design. Partner with local builders and architects for live projects and guest lectures.

Outcome: Improved branch appeal and higher first-year admissions.

3. **Other Operational Gaps**

Some laboratories require modernization beyond current maintenance efforts, and interdisciplinary/cross-branch collaboration is limited. These weaknesses collectively constrain the institute's ability to evolve into a more innovative, self-sustaining entity.

Addressing these through targeted IDP actions—such as establishing an Incubation Center, IP awareness workshops, startup incubation linkages with GTU/SSIP, and diversified funding—will transform these weaknesses into future opportunities.

4.4 Challenges

4.4.1 Resource and Funding Constraints

Financial statements reveal heavy dependence on tuition fees, with recurring deficits in 2024-25 driven by accelerated infrastructure spending and depreciation. Limited surplus in surplus years restricts investment in advanced research tools or startup seed support. Establishment expenses have fluctuated and external funding sources are limited.

5. Vision, Mission, and Core Values

5.1 Vision Statement

To emerge as a leading polytechnic institution in Gujarat, producing highly skilled, employable, and ethically grounded diploma engineers and architects who contribute meaningfully to industry, society, and sustainable development through practical expertise, innovation, and lifelong learning.

This vision positions RMS Polytechnic as a regional leader in diploma technical education, emphasizing skill mastery, employability, ethical grounding, and sustainability—core pillars of NEP-2020—while leveraging Vadodara's industrial ecosystem for real-world impact.

5.2 Mission Statements

RMS Polytechnic is committed to achieving its vision through the following focused missions:

1. **Deliver industry-aligned, skill-based diploma education** that integrates hands-on training, modern tools, and multidisciplinary exposure to prepare students for immediate employability and lifelong professional growth in engineering and architecture fields.
2. **Foster ethical values, inclusivity, and social responsibility** among students and staff, promoting gender equity, environmental consciousness, and community engagement to create responsible citizens who contribute to societal well-being.
3. **Strengthen faculty and infrastructure continuously** through professional development, lab modernization, digital integration, and industry collaborations to ensure high-quality teaching-learning processes aligned with NEP-2020 and GTU standards.
4. **Enhance student support systems**, including placements, internships, skill certifications, entrepreneurship exposure, and career guidance, to maximize graduate success and alumni contributions.
5. **Promote sustainability and green practices** on campus while addressing local and national development needs through relevant technical education and outreach activities.

5.3 Core Values

RMS Polytechnic upholds the following core values as guiding principles for all institutional activities:

- **Integrity & Ethics** — Upholding honesty, transparency, professionalism, and moral responsibility in education, administration, and interactions.

- **Excellence & Innovation** — Striving for continuous improvement in teaching, learning, and skill development through creative approaches, adoption of emerging technologies, and encouragement of innovative thinking.
- **Inclusivity & Equity** — Providing equal opportunities to all students regardless of gender, background, or socioeconomic status, fostering a diverse and supportive campus environment.
- **Skill-Centric Practicality** — Prioritizing hands-on, industry-relevant training to bridge the gap between academia and employment.
- **Sustainability & Social Responsibility** — Committing to environmentally conscious practices, resource efficiency, and contributions to community and national development goals.
- **Collaboration & Lifelong Learning** — Building strong partnerships with industry, alumni, and stakeholders while encouraging continuous personal and professional growth.

6. Strategic Goals

6. Strategic Goals

To ensure focused execution and effective monitoring (as preferred by UGC/GTU), **only 7 strategic goals** are identified. These are prioritized, realistic for a diploma-level polytechnic, and directly address key gaps while leveraging existing strengths.

6.1 Goal 1: Enhance Academic Quality & Curriculum Relevance

Rationale: Current GTU-affiliated programs are strong in practical training but lack full NEP integration. Emerging industry needs in Vadodara (automation, green tech) require updated content.

NEP Alignment: Skill/vocational focus, multidisciplinary education, outcome-based learning.

Expected Outcomes (by 2030):

- Adoption of curriculum revision with NEP elements.
- Introduction of 5–7 industry-certified add-on/short-term courses.
- Improved student skill certification rates and employability.

6.2 Goal 2: Strengthen Faculty Development & Pedagogical Innovation

Rationale: Permanent faculty is a strength, but limited exposure to modern pedagogy, digital tools, research mentoring, and NEP-aligned teaching hampers excellence.

NEP Alignment: Continuous professional development, innovative teaching-learning, blended/digital pedagogy.

Expected Outcomes (by 2030):

- 100% faculty participation in annual FDPs/workshops (ATAL/GTU).
- Adoption of blended learning in 80% courses.
- Faculty incentives for publications/training.

6.3 Goal 3: Deepen Industry Collaboration, Internships & Skill Development

Rationale: Strategic location near Vadodara industries offers huge potential, but Industry based Skill center, Structured internships, and live projects are limited.

NEP Alignment: Industry-academia linkage, mandatory internships, skill hubs, employability.

Expected Outcomes (by 2030):

- 10+ active MoUs with local industries.
- 80% final-year students completing internships/live projects.
- 70%+ placement rate.

6.4 Goal 4: Modernize Infrastructure & Workshops

Rationale: Labs/workshops are functional, but some equipment is obsolete; repair/maintenance expenses surged, indicating need for proactive upgrades and green initiatives.

NEP Alignment: Modern facilities for skill/practical learning, sustainability/green campus.

Expected Outcomes (by 2030):

- Modernization of 50% labs with advanced tools/safety upgrades.
- Green campus elements (solar, rainwater harvesting, waste management).
- Preventive maintenance policy reducing reactive costs.

6.5 Goal 5: Implement Digital Systems & E-Governance

Rationale: Partial manual processes exist; full ERP, digital attendance/results/feedback, and LMS are needed for efficiency and NEP digital push.

NEP Alignment: Digital infrastructure, blended learning, e-governance.

Expected Outcomes (by 2030):

- 100% digitization of administrative/academic processes.
- Fully functional ERP/LMS for all stakeholders.
- Paperless operations and online stakeholder feedback.

6.6 Goal 6: Strengthen Student Support, Placement & Holistic Development

Rationale: Diverse enrollment and strong laterals, but gender imbalance, lack of awareness, mental health support, and centralized placement/alumni tracking.

NEP Alignment: Holistic development, inclusivity, employability, career guidance.

Expected Outcomes (by 2030):

- Placement cell with centralized tracking and 70%+ placement.
- Soft skills/VAC programs and inclusivity initiatives.
- Active alumni network and student support services.

6.7 Goal 7: Promote Sustainability, Research, Innovation & Entrepreneurship

Rationale: Critical gaps in research culture, patents, startups, and green practices; financial deficits highlight need for diversification.

NEP Alignment: Research promotion, innovation/entrepreneurship, sustainability, green campus.

Expected Outcomes (by 2030):

- Functional R&D/IP/Startup cell with 5+ patents/applications.
- Active participation with GTU SSIP/GIC for incubation.
- Sustainable campus practices and diversified revenue streams.

7. Action Plan

The Action Plan is the operational core of the Institutional Development Plan (IDP) for RMS Polytechnic, Vadodara (2025–2030). It translates the 7 Strategic Goals into concrete, time-bound, responsible, budgeted, and measurable activities.

Activities are phased:

- **Year 1–2 (2025–2027)**: Foundation-building (planning, training, basic upgrades, systems setup).
- **Year 3–4 (2027–2029)**: Implementation & scaling (MoUs, modernizations, research initiatives).
- **Year 5 (2029–2030)**: Consolidation & impact measurement (high outcomes, sustainability).

Total estimated IDP budget: ₹20–25 crores over 5 years (detailed in Section 9). Funding from internal revenue (fees), government schemes (AICTE/GTU/UGC/SSIP), industry CSR/consultancy, alumni.

Goal 1: Enhance Academic Quality & Curriculum Relevance

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
1.1	Conduct curriculum gap analysis with GTU syllabus & industry input (Vadodara chemical/mechanical sectors)	IDP Coordinator + All HODs + Industry Rep	Year 1 (2025)	1.0	Gap report submitted; 100% departments covered
1.2	Introduce 5–7 NEP-aligned add-on/skill courses (e.g., automation, green tech, VAC/IKS)	HODs + Curriculum Committee	Years 1–2	2.0 (per course development)	5+ courses approved; 100+ students enrolled annually

1.3	Integrate multidisciplinary electives & flexible credits (pilot in Computer/IT branches)	Principal + Academic Committee	Years 2–3	1.0	Pilot in 2 branches; student feedback >80% positive
1.4	Annual review & GTU alignment updates	IQAC Coordinator	Annual (Years 1–5)	1.0/year	20% annual curriculum updates; employability survey improvement

Goal 2: Strengthen Faculty Development & Pedagogical Innovation

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
2.1	Organize 4–6 FDPs/year on blended learning, OBE, NEP pedagogy (ATAL/GTU tie-up)	IQAC + Faculty Development Cell	Years 1–5	3.0/year	100% faculty trained annually; pre/post training assessment
2.2	Implement incentives for research/publications/training (reduced load, awards)	Principal + HODs	Year 1 onward	1.0/year	20% faculty publish annually; 50% adopt blended methods

2.3	Establish faculty mentorship for skill/digital tools	Senior Lecturers + IQAC	Years 2–4	1.0	Mentorship program for 50% faculty; student satisfaction >85%

Goal 3: Deepen Industry Collaboration, Internships & Skill Development

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
3.1	Sign 10+ MoUs with local industries	Industry Rep + Placement Cell	Years 1–3	2.0	10 MoUs; joint workshops/guest lectures
3.2	Mandate 6th-semester internships/live projects for 80% students	HODs + Training & Placement Officer	Years 2–5	3.0/year	80% internship completion; industry feedback rating >4/5
3.3	Establish dedicated placement cell with alumni/industry database	Placement Officer + Admin	Year 1	3.0	Centralized database; 70%+ placement rate by Year 5

Goal 4: Modernize Infrastructure & Workshops

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs

4.1	Upgrade 50% labs with modern equipment/safety	HOD Mechanical/Civil/Electrical + Admin	Years 1–4	50–80 (phased)	Labs modernized; utilization >90%
4.2	Implement green campus (solar panels, rainwater harvesting, waste mgmt)	Sustainability Committee + Admin	Years 2–5	50.0	30% energy from renewables; green audit certification
4.3	Preventive maintenance policy & annual audits	Admin Officer + Workshop In-charge	Annual	10.0/year	Reduced reactive repair costs by 40%

Goal 5: Implement Digital Systems & E-Governance

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
5.1	Full ERP/LMS rollout (attendance, results, feedback, e-governance)	IT HOD + Admin	Years 1–2	10.0	100% processes digitized; user training 100%
5.2	Wi-Fi expansion & smart classrooms	IT Dept + Infrastructure Committee	Years 1–3	15.0	Campus-wide Wi-Fi; 50% classes smart-enabled
5.3	Paperless operations & digital dashboard for KPIs	IQAC + Admin	Years 2–5	5.0/year	90% reduction in paper; real-time monitoring

Goal 6: Strengthen Student Support, Placement & Holistic Development

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
6.1	Centralized placement/alumni tracking & career counseling cell	Placement Officer + Alumni Coordinator	Year 1 onward	4.0/year	Alumni database >500; 75% placement by Year 5
6.2	Soft skills/VAC programs & inclusivity initiatives	Student Welfare Committee	Years 1–5	4.0/year	80% students in VAC; female enrollment increase 10%
6.3	Mental health & outreach programs	Counseling Cell	Annual	2.0/year	Annual programs; student satisfaction survey

Goal 7: Promote Sustainability, Research, Innovation & Entrepreneurship

Sr.	Activities	Responsible Person/Department	Timeline	Budget Estimate (₹ Lakhs)	KPIs
7.1	Establish R&D/IP/Startup cell; conduct awareness workshops	R&D Coordinator + IQAC	Year 1	2.0	Cell functional; 2 workshops/year
7.2	Encourage minor projects/patents (seed funding, GTU RPS/SSIP linkage)	HODs + Faculty	Years 2–5	5.0/year	5+ patent applications; 10+ funded projects

7.3	Diversify revenue (skill courses, consultancy, CSR)	Admin + Industry Rep	Years 3–5	2.5 (setup)	Non-fee revenue 10–15% of total by Year 5

8. Budget and Financial Sustainability

This section presents a realistic and conservative indicative financial framework for implementing the Institutional Development Plan (IDP) 2025–2030 at RMS Polytechnic, Vadodara. The total estimated budget has been deliberately kept modest and achievable at ₹20–25 crores over five years, considering:

- the institute's current revenue scale (tuition + other fees ≈ ₹4.7–6.5 crores annually in recent years),
- the recent strategic deficit in 2024–25 driven by accelerated infrastructure spending,
- the need to avoid over-ambitious projections that could strain the trust's resources,
- typical expenditure patterns in self-financed polytechnics in Gujarat,
- the phased nature of the Action Plan (foundation in Years 1–2, scaling in Years 3–4, consolidation in Year 5).

The budget is **indicative** and flexible — it will be refined annually based on actual revenue, government scheme approvals, inflation (assumed 5–7% p.a.), and progress against KPIs.

Year	Infrastructure & Modernization	Faculty Development & Pedagogy	Industry Linkage, Placement & Student Support	Digital & E-Governance	Research, Innovation & Sustainability	Total Annual (₹ Cr)	Cumulative (₹ Cr)
2025–26 (Y1)	3.0 – 4.0	0.5 – 0.7	0.6 – 0.9	1.0 – 1.5	0.3 – 0.5	**5.4 – 7.6**	5.4 – 7.6
2026–27 (Y2)	3.0 – 4.0	0.5 – 0.7	0.7 – 1.0	0.8 – 1.2	0.4 – 0.6	**5.4 – 7.5**	10.8 – 15.1
2027–28 (Y3)	2.5 – 3.5	0.4 – 0.6	0.6 – 0.9	0.5 – 0.8	0.5 – 0.8	**4.5 – 6.6**	15.3 – 21.7
2028–29 (Y4)	2.0 – 3.0	0.3 – 0.5	0.5 – 0.8	0.4 – 0.6	0.6 – 0.9	**3.8 – 5.8**	19.1 – 27.5
2029–30 (Y5)	1.5 – 2.5	0.3 – 0.5	0.5 – 0.7	0.3 – 0.5	0.7 – 1.0	**3.3 – 5.2**	**22.4 – 32.7**
Total	**12.0 – 17.0**	**2.0 – 3.0**	**2.9 – 4.3**	**3.0 – 4.6**	**2.5 – 3.8**	**22.4 – 32.7**	—

8.1 Notes on Budget Distribution:

- **Infrastructure & Modernization** remains the largest component (≈55–60%) due to the need to upgrade aging equipment and introduce green campus features.
- **Digital & E-Governance** receives front-loaded investment in Years 1–2 (ERP/LMS rollout).
- **Research, Innovation & Sustainability** increases gradually as foundational cells are established and seed funding becomes productive.
- **Contingency** (10% of annual budget) is built into each year for inflation, unforeseen delays, or scheme rejections.

8.2 Funding Sources & Diversification Strategy

Target Revenue Mix by 2030: 60–65% internal (fees + skill courses), 20–25% government schemes/grants, 10–15% industry CSR/consultancy, 5–8% alumni/donations.

Funding Source	Expected % by 2030	Estimated Annual Contribution (₹ Cr)	Strategy & Timeline
Internal Revenue (Tuition + Institution Fees)	60–65%	4.0 – 6.0	Continue historical growth; timely fee collection; add skill courses from Year 2.
Skill-based Certificate / Add-on Courses	8–12%	0.8 – 1.5	Launch 5–7 courses in Years 1–2; scale to 15+ by Year 5; target working professionals & alumni.
Government Schemes & Grants	15–20%	0.8 – 1.5	Apply for AICTE MODROBS, GTU RPS/SSIP, Gujarat Skill Development Mission, DST-FIST (Years 1–3).
Industry CSR / Consultancy / Testing Services	10–15%	0.5 – 1.2	Leverage MoUs (Goal 3); offer lab testing & training services from upgraded labs (Years 3-5).
Alumni Contributions & Donations	5–8%	0.3 – 0.8	Build alumni database in Year 1; launch annual appeal & endowment fund from Year 3.

Diversification Roadmap:

Years 1–2: Focus on internal efficiency + initial grant applications + pilot skill courses.

Years 3–4: Achieve 15–20% non-fee revenue through MoUs, consultancy, and scaled skill programs.

Year 5: Target 25–30% non-fee revenue; aim for consistent surplus generation.

09. Monitoring, Review, and Risk Management

The IDP identifies key risks based on current financial trends, operational realities, and external factors. Risks are categorized, assessed and mitigated.

Risk Category	Specific Risk	Likelihood	Impact	Mitigation Measures
Financial	Delay in government grants/schemes	Medium	High	Diversify sources (CSR, consultancy, skill courses); maintain 10% contingency buffer.
Financial	Continued deficit due to high infra spending	Medium	High	Phased budgeting; prioritize revenue-generating activities from Year 2.
Human Resource	Faculty shortage or attrition	Medium	High	Recruitment policy; incentives for retention; tie-up with GTU for guest faculty.
Implementation	Delays in infrastructure procurement	High	Medium	Strict vendor timelines; preventive maintenance policy; quarterly tracking.
Academic/NEP Alignment	Slow adoption of NEP elements (multidisciplinary, skill courses)	Medium	Medium	Mandatory FDPs; pilot projects in Year 1; GTU curriculum cell coordination.

Research/Innovation	Failure to file patents/startups due to low awareness	High	Medium	Mandatory workshops; seed funding; linkage with SSIP Gujarat & GTU R&D cell.
External	Industry downturn in Vadodara affecting placements/MoUs	Low	Medium	Diversify MoU partners; focus on multiple sectors (chemical, IT, electrical).
External	Regulatory changes (AICTE/GTU/UGC norms)	Low	High	Regular compliance monitoring; IQAC to track circulars.

Risk Monitoring:

- Risks reviewed in every quarterly IQAC meeting.
- High-impact risks escalated to Chairman/Trustees immediately.
- Annual risk register updated in the Annual Progress Report.

Contingency Planning:

- 10% of annual budget reserved as contingency.
- Emergency fund from trust surplus (Depends on availability).
- Insurance for major assets.

This monitoring and risk management framework ensures transparency, accountability, and adaptive implementation. It strengthens RMS Polytechnic's standing and positions the institute for sustainable growth toward NEP-2020 goals by 2030.

.

10. Conclusion

The Institutional Development Plan (IDP) 2025–2030 for RMS Polytechnic, Vadodara, represents a comprehensive, evidence-based roadmap for transforming the institute from a traditionally strong, skill-oriented diploma-level polytechnic into a modern, NEP-2020-aligned institution that is financially resilient, academically innovative, digitally mature, and deeply connected to regional industry and societal needs.

In conclusion, RMS Polytechnic stands at an important inflection point. It already possesses many of the ingredients required for sustained excellence in diploma technical education: strong student demand, financial momentum, locational advantage in one of Gujarat's premier industrial regions, committed faculty, and proactive leadership.

By systematically implementing this IDP — with focused execution, diversified funding, and continuous stakeholder engagement — RMS Polytechnic is well-positioned to evolve into:

- A preferred destination for skill-based diploma engineering and architecture education in Central Gujarat,
- A reliable partner for Vadodara's industries in human resource development and technology application,
- A financially sustainable, digitally enabled, and socially inclusive institution that meaningfully contributes to the goals of NEP-2020 and the vision of a Viksit Bharat by 2047.

11. References

This Institutional Development Plan (IDP) 2025–2030 for RMS Polytechnic, Vadodara, has been prepared with reference to the following primary and secondary sources. All data, guidelines, policies, and supporting documents cited or used for structuring, analysis, alignment, and compliance are listed below in a systematic manner.

11.1 Primary Institutional Documents & Audited Financial Statements

1. RMS Polytechnic Internal Data Compilation
2. Audited Income & Expenditure Accounts Shri Parishram Education & Medical Charitable Trust (Reg. No. E/5193/Vadodara)
3. AICTE Approval & Affiliation Records
4. GTU Affiliation Details Gujarat Technological University, Ahmedabad Affiliation period: 2008–09 to 2025–26

11.2 Policy & Guideline Documents

6. National Education Policy (NEP) 2020 Ministry of Education, Government of India Full document available at: https://www.education.gov.in/sites/upload_files/mhrd/files/NEP_Final_English_0.pdf
7. UGC Guidelines for Institutional Development Plan (IDP) University Grants Commission (UGC) – Framework and expectations for Institutional Development Plans in Higher Education Institutions
   GTU Directives & KCG Letter
   - KCG Letter No.: KCG/2025-26/144 dated 30/04/2025
   - GTU guidelines on IDP preparation

AICTE Approval Process Handbook & Norms All India Council for Technical Education (AICTE) – Approval Process Handbook (latest applicable edition) (Referenced for faculty-student ratio, infrastructure norms, diploma program requirements, and extension/expansion guidelines)

11.3 Institute Website & Social Media

Official Website: https://rmscampus.in/
Official social media Account: https://www.instagram.com/rms_campus/?hl=en

11.4 Other Supporting Sources & Guidelines

Gujarat Technological University (GTU) Circulars & Research Promotion Scheme (RPS) GTU guidelines on Minor Research Projects (MRP), Student Startup & Innovation Policy (SSIP), innovation ecosystem, and faculty development programs.

Startup Gujarat & SSIP 2.0 Guidelines Government of Gujarat – Department of Science & Technology (Referenced for incubation support, seed funding, prototype grants, and entrepreneurship development framework)

Vadodara Industrial & Economic Context General knowledge of Vadodara's industrial profile (Based on publicly available regional economic information and inputs from Vadodara Chamber of Commerce & Industry – VCCI)

Conduct a meeting to provide guidance and discuss the roadmap for implementing the RMS Institutional Development Plan (IDP) 2025–2030