INSTITUTION OF EMINENCE

Memorandum of Understanding

Between

The Ministry of Human Resource Development
&
The University of Delhi

UNIVERSITY OF DELHI

INSTITUTION OF EMINENCE

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is made and entered into force this day ……., at New Delhi.

BETWEEN

The Ministry of Human Resource Development, Government of India, represented by its Secretary (hereinafter referred to as "MHRD") which expression shall unless the context requires otherwise, mean and include its successors, representatives and permitted assigns of the FIRST PARTY

AND

The University of Delhi, established by an Act of Parliament having its office at Vice-Regal Lodge, University Road, Delhi 110007, represented by its Registrar (hereinafter referred to as "University of Delhi") which expression shall, unless the context requires otherwise, mean and include its successors, representatives and permitted assigns of the SECOND PARTY.

Whereas, the Government of India has initiated the Institutions of Eminence scheme to identify institutions that will emerge as world class teaching and research institutions which will enhance affordable access to higher education to Indian students within the country.

And Whereas, the University Grants Commission (UGC) had notified the UGC (Declaration of Government Educational Institutions as Institutions of Eminence) Guidelines, 2017 for public institutions.

And whereas, an application was submitted by the University of Delhi on 11th December 2017 seeking Institution of Eminence status for itself.

And further whereas, the application was forwarded to the UGC for entrusting it to the Empowered Expert Committee (EEC) constituted for the purpose. The EEC conducted its appraisal based on the documents submitted by the University as well as the presentations made by it before EEC on 02 April, 2018.

And whereas, the EEC, after overall assessment, recommended the name of the University of Delhi to be conferred with the status of Institution of Eminence as per UGC (Declaration of Government Educational Institutions as Institutions of Eminence) Guidelines, 2017. The report of EEC was considered and approved by the UGC in its 542nd meeting held on 02-08-2019.

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And whereas, an order has been issued by the Ministry of Human Resource Development, Government of India on 4th September 2019 as per the clause "Clause 6.4.4 (d) of the UGC (Declaration of Government Educational Institutions as Institutions of Eminence) Guidelines, 2017.

Now, therefore, both parties to this Memorandum of Understanding have agreed and undertake to abide by the following:

The First Party,

i.   Shall allow the Second Party to choose its path to become an institution of global repute as provided in the proposal submitted by the second party for consideration by the EEC) subject to the same being compliant to the rules and regulations of their Professional Regulatory Councils and the provisions under UGC (Declaration of Government Educational Institutions as Institutions of Eminence) Guidelines, 2017.

   a.   The assistance would be up to an amount of Rupees One Thousand Crore or 50 to 75% of the requirement projected in the perspective and detailed plans submitted by the University, whichever is less, in a span of five years starting from the financial year of declaration of the Institute as Institution of Eminence. The exact amount to be given and the exact percentage in the 50 to 75% band would depend on the perspective and detailed plan proposal of the institution and assessed and accepted by the Empowered Expert Committee.

   b.   The annual release would depend on the institution achieving the financial and physical outcomes laid down in its implementation plan.

   c.   However, if the Institution shows capacity to absorb the funds earlier and is able to achieve the expected outcomes, an accelerated pace of funding would also be allowed.

   d.   The funding under these guidelines would be in addition to the existing funding to which they are entitled to.

   e.   The funds provided under these guidelines shall not be used for purchase of any land or taking land on lease.

   f.   Apart from this, the Institution would have the full freedom to mobilize resources from the industry or alumni or other donors/sources and utilize the same in accordance with its implementation plan without having to seek any permission from any authority.

The Second Party,

ii.   Shall offer various inter-disciplinary courses and research programmes including in areas of immediate and long-term relevance to the development concerns of countries like India.

iii.   Shall aim to have a good proportion of foreign or foreign qualified faculty as permanent/adjunct/guest/associate faculty. Institutions which succeed in mobilizing a broadly diverse national and international academic staff are likely to maximise knowledge capacity.

iv.   Shall have a reasonably good mix of domestic and foreign students.

v.   Shall follow a transparent merit-based selection in admissions, so that the focus remains on getting meritorious students. The admission process should be need-blind so that once a student gets admission purely on merit, such a meritorious student should not be turned away for lack of financial ability.

vi.   Shall maintain a healthy faculty student ratio and as an Institution of Eminence shall endeavour to meet the ideal student teacher ratio of 1:10. The faculty for this purpose shall include the regular faculty, adjunct faculty, long-term faculty (at least three years), and post-doctoral researchers (at least three years).

vii.   Shall establish and upgrade laboratory facilities for cutting-edge scientific research. Shall facilitate research and field work in frontier areas of social sciences and humanities using the latest methodologies.

viii.   Shall upgrade the existing library facilities to meet global standards and subscribe to reputed journals in the areas of its research and teaching.

ix.   Shall aim to create student amenities comparable with that of globally reputed educational institutions.

x.   Shall maintain reasonably large owned campus with adequate space for expansion.

xi.   Shall strive to achieve social impact by engaging in applied research and innovation in issues of concern to developing societies.

xii.   The Governance structure of the Second Party shall be distinct from the governance structure of the organization sponsoring/funding the institution.

xiii.   Shall achieve teaching and research collaborations with a reasonable number of global universities/institutions/think tanks figuring in the most reputed global rankings.

xiv.   Shall encourage the faculty to publish regularly in peer-reviewed journals and engage academically with the issues of concern to the society. It shall maintain a record of research publications at the mean rate of at least one per faculty member each year in reputed peer-reviewed international journals based on publication made by top 100 global Universities in these journals.

xv.   Shall continue to be ranked in the National Assessment and Accreditation Council (NAAC) or an alternative version of NAAC which conforms to the UGC, its amendments and also be assessed by one reputed international accreditation agency, one whose ratings are credible and widely accepted as a global benchmark. The Second Party may, however, appeal on accreditation of NAAC or alternative version of NAAC to the Empowered Experts Committee, whose decision shall be final.

xvi.   Shall achieve a higher ranking in top five hundred of any of the world renowned ranking frameworks (such as the Times Higher Education World University Rankings or QS or Shanghai's Jiao Tong University) in the first ten years of setting up on being declared as Institution of Eminence, and having achieved top five hundred rank, should consistently improve its ranking to come in the top one hundred eventually over time.

xvii. Shall abide by the provisions under UGC (Institutions of Eminence Deemed to be Universities) Regulations 2017 regarding distance education, unitary status and Reservation norms.

xviii. Shall continue to be regulated by the Professional Regulatory Councils of respective area, if applicable. There shall be no relaxation in the rules and regulations laid down by the regulatory bodies.

xix. Would be free to admit additionally foreign students on merit subject to a maximum of thirty percent of the strength of admitted domestic students.

xx. Would be free to fix and charge fees from foreign students without restriction.

xxi. Would have the freedom to determine the domestic students' fees, subject to the condition that no student who gains admission should be turned away for lack of finance. This should be accompanied with a credible programme of scholarships/bursaries/loans to ensure that needy are able to pursue higher studies without any financial problems.

xxii. Would have the freedom to offer courses within a program as well as to offer degrees in newer areas, including inter-disciplinary ones, after approval of its Governing Council and broadly conforming to the minimum prevailing standards, which shall be intimated to the Commission or Professional Regulatory Councils.

xxiii. Will have the flexibility of course structure in terms of number of credit hours and years to take a degree, after approval of the Governing Council and broadly conforming to the minimum prevailing standards.

xxiv. Shall have complete flexibility in fixing of curriculum and syllabus, with no UGC mandated curriculum structure.

xxv. Will have freedom to offer online courses as part of their programmes with the restriction that not more than twenty percent of the programme should be in online mode. However, this twenty percent restriction would not preclude the institution from offering certificate courses entirely through online mode.

xxvi. Shall have the freedom to recruit long-and short-term/adjunct/visiting/associate faculty from outside India subject to the limit of twenty five percent of its faculty strength.

xxvii. Will be permitted to hire personnel from industry, etc. as faculty who, though being experts in their areas, may not have the requisite higher academic qualifications.

xxviii. Shall be allowed for academic collaborations with foreign higher educational institutions ranked in top 500 in global rankings and would be exempt from government approvals, except with institutions from negative list of countries determined by Ministry of External Affairs/ Ministry of Home Affairs.

xxix. Shall be free to enter into academic collaborations with other institutions within the country.

xxx. Will have complete financial autonomy to spend the resources raised and allocated, subject to general restrictions of the Statues and GFR.

xxxi. Shall follow the pay scales of that category of public institutions to which they belong. However, they may build in an incentive structure to attract talented faculty, with the

condition that the incentive structure would have to be paid from their own revenue sources and not from government funds.

xxxii. Will have the freedom to hire foreign faculty/ foreign qualified faculty on "tenure/contract" basis as per the terms and conditions approved by its governing council.

xxxiii. Shall adhere to the detailed and tangible action plan, milestones and timelines by which it seeks to achieve each of the following parameters as submitted in its application and presentation made before the EEC.

For the "action plan, milestones and timelines" Sections III, IV, V, and VI have been reproduced on the following pages from the application.

These are followed by pages containing IoE Finance Plan in tabular format.

The rest of the MoU, Clause xxxiv onwards, follows thereafter.

III. Vision for the Institution of Eminence

SECTION III A

Fifteen-year Vision Plan including Mission Statement, Values, Institutional Goals & Vision to meet the objectives and Characteristics of an Institution of Eminence with quantified milestones and timelines to achieve world class repute as expected in the Regulations.

Vision Plan and Mission Statement

The mission and vision statements of University of Delhi reflect our resolve to assiduously pursue and achieve our goals. It is our commitment to continue to be at the forefront of providing the best tertiary education to our students and acting as a catalyst in shaping a sustainable future of our nation and that of the wider world by acting as a bridge between the University Community and the Community at large.

Vision Statement

The vision of the University of Delhi is to be an internationally acclaimed university for teaching and research, produce and nurture lifelong inspired learners, who are empowered to be successful leaders of tomorrow in service of the society.

Mission Statement

The mission of University of Delhi is to provide best quality education to students, nurture their talents, promote their intellectual growth and shape their personal development. Known for its highest academic standards, University of Delhi offers an academic environment with an optimal mix of the brightest students and an outstanding faculty. Given its illustrious past, the University's inspiring present holds the promise of an exceptional future for its stakeholders.

Core Values

The core values of teaching-learning process at University of Delhi revolve around the agenda of 'excellence with equity and innovation with inclusion'. The University is committed to achieving distinction with excellence, ethics, enterprise, empathy, engagement and inclusive diversity at its core.

SECTION III B

How far is the Institution/University from becoming an Institution of Eminence, including the present status of the institution, the status which seek to achieve to become as world class and gap in each parameter as given in Regulation 4.2 and

- **Bridging the gap**

The University of Delhi is already an acclaimed institution of the highest repute and is known the world over for its academic excellence. The University attracts the best and the highly talented students and faculty and has for the past nearly a century assiduously followed the policy of merit and continues to be the flag-bearer of tertiary education in India.

o The singular most important distinction that defines the University's resolve to be at the forefront of education and educating is exemplified by its unwavering effort to be on course always – the University has never ever missed an academic session in its long journey, even under the most demanding circumstances. This fact reinforces our belief that we are not too far from achieving what it takes to be among the top-ranking higher education institutions globally.

o Yet another hallmark of our University's pole position in academia lies not only in the vast number of student admissions each year, but equally in the nature of the annual student cohort where the singular criteria is just merit. The University immensely values merit, but also seeks to ensure justice and equity in selection of the meritorious students. The University has an enviable track record of not denying admission to the most deserving applicant for reasons other than the merit. Therefore, an intrinsically need blind system is the University's strength, but we need to do more and think of innovative ways of social inclusion in our aspiration of achieving excellence with equity.

- **Planning ahead for Institution of Eminence**

  o The University is at the cusp of transformation into an institution of eminence and being so recognized globally provided it is accorded functional and administrative autonomy, and liberal funding, at least initially. The University plans to put in place a new academic, governance and financial architecture in terms of a number of new initiatives for teaching-learning, research and outreach. The University is embarking on establishing new institutions with a multi-disciplinary and interdisciplinary agenda which will not only produce a pool of students who are adequately trained and skilled in meeting the requirements of the society, but are equally empowered to become innovators, entrepreneurs and thought leaders.

  o These institutions will be dedicated to major themes with contemporary national and global relevance. Each theme will have a number of sub-themes, which will contribute to achieving the goals as enshrined in the main theme. The core philosophy of these themes and institutions revolves around the following:

  faculty strength of the existing Departments/Centres/Schools,

  integration of the research/teaching/ outreach strengths within these institutions,

  seamless borders of teaching and research cutting across faculties,

  (i) maximizing the utilization of spatial and infrastructural resources and economizing on the need for heavy investments in capital expenditure (mostly buildings) for individual sub-themes; the capital expenditure shall be largely dedicated to creating common infrastructural and spatial resources to ensure their optimum utilization and modernizing laboratory infrastructure. The recurring expenditure will focus on: (i) hiring faculty from among the best institutions in the world, preferably from the top 100 ranked globally (ii) travel (national and international) for field work, academic interactions, seminars, lectures, workshops, teaching, research, etc.), (iii) procuring materials and contingent expenditure for teaching, research, training and outreach activities, and (iv) undergraduate/graduate students research programme.

- **Aligning the Institutional Goals and the Vision**

The precursors of an Institution of Eminence are already present in the University of Delhi, but need to be further strengthened, which include:

o Multi-disciplinarity and inter-disciplinarity of high-quality teaching and research

- **Curriculum & Research: Emerging Technologies & National Development Focus**

o The University of Delhi at various stages in its history has responded to the societal needs and requirements in terms of providing qualified manpower to the industry, businesses and the world of commerce, finance, education, management, science & technology, etc. While a number of courses at the North Campus have a multi-disciplinary and inter-disciplinary slant, most of the Departments at South Campus impart education and training in application sciences and finance and business management.

o At the North Campus Departments of Management Studies, Commerce and Economics offer top-of-the-line post-graduate courses in Economics, Business and Finance Management, which are not only the most sought after programmes nationwide, but are also at the forefront of producing quality trained personnel who find gainful employment in institutions and multinational companies in India and abroad. Likewise, institutions like BR Ambedkar Centre attract best quality students to be trained in the area of biomedical field and are picked up by the best organizations in India and higher educational institutions abroad. Department of Environmental Studies offers a unique inter-disciplinary programme attracting a large number of applicants from various parts of the country who graduate with an MA or MSc and cater to the emerging needs of the industry and society at large. The Faculty of Mathematical Sciences in its various Departments produces quality trained personnel in the fields of Statistics, Operations Research and Computer Applications, who are sought after by the industry and businesses in India and abroad.

o Among the inter-disciplinary Centres – Centre for Management of Degraded Ecosystems (CMDE) and Centre for Interdisciplinary Studies of Mountain & Hill Environment (CISMHE) have made significant contributions in terms of Community Outreach, environmental advocacy and national development. Likewise, the Interdisciplinary Centres at South Campus have made significant contributions in developing novel genetically modified or improved crop varieties and developed easily deployable and inexpensive diagnostic tools/kits for various human diseases.

o The South Campus in its varied interdisciplinary Faculties and Departments presents the modern face of the University marked by cutting-edge education, research and training in the fields of life sciences, financial and business management. The Departments of Plant Molecular Biology and Genetics are national leaders in the application of modern tools of biotechnology to design and development of plant varieties with potential to endure biotic and abiotic stresses, provide better nutritional value to the consumer, withstand the challenges of climate change and offer better economic gains to our farming communities. Similarly, the Department of Biochemistry is at the forefront of developing various cost-effective and easy-to-deploy disease diagnostic

kits (such as for AIDS). These researches and the well-trained manpower significantly contribute to the national development.

- **International linkages of faculty, teaching and research**

o As of 2016, there are as many as 80 Visiting Faculty members who largely represent eminent overseas scholars or Indians who have spent considerable number of years in some of the top ranked universities abroad. Besides, the University of Delhi has on its Faculty rolls a large number of distinguished scholars who have spent substantial part of their career either teaching or researching at Universities abroad such as **Harvard University, Columbia University, Yale University, Oxford University, Cambridge University, Massachusetts Institute of Technology, National University of Singapore, University of California Berkley, Duke University, McGill University, etc.**

o Additionally, the University has a robust international relation mechanism looked after by Dean International Relations Office. A number of on-going mechanisms and programmes are in place to cater to the international academic exchange. Some of these are:

  o MoUs with universities abroad

  o Erasmus Mundus programme

  o Universitas 21

  o USEIF and other bilateral programmes

  o ICCR, and other Government of India Programmes

  o Student exchange

  o Faculty programmes

- **Mix of domestic and foreign students**

o The University of Delhi is mandated by the resolutions of Statutory Bodies like Academic Council (AC) and Executive Council (EC) to admit 5% foreign students in its Colleges and Departments. The University has a dedicated body, Foreign Students' Registry Office, headed by Chair/Dean/Deputy Dean which looks after the admissions of foreign nationals to various undergraduate (UG) and post-graduate (PG) courses. The reasonable tuition fee of the University for overseas students is aimed at attracting the meritorious and the best aspiring talent who can afford quality education. There are various ways foreign students can be admitted to the University of Delhi that include ICCR scholars, self-funded students or those sponsored by their respective countries. To ensure safe and secure environment to these overseas students, the University has two dedicated hostels for them, besides additional allotted seats in other hostels, located in the main campus and in various Colleges.

o Each year the University adds 500-600 overseas students, therefore, in a given year the University's overseas student strength may vary between 1500 to 2000.

- **Transparent, Merit-based and Need-blind Admission Policy**

The University of Delhi through a number of legal instruments approved by its statutory bodies like AC and EC as well as by following the rules and regulations promulgated from time to time by Government of India and various constitutional bodies, has a robust admission policy in place. These policies and procedures are available in public domain and displayed on the University website as "Bulletin of Information" for various UG, PG and M.Phil./Ph.D. Programmes. The characteristics of the University's transparent and merit-based admissions are highlighted below:

o The University is committed to admit students from varied socio-economic backgrounds and regions across India and to avail opportunities and benefits of various programmes of learning. The University ensures the widest possible publicity of admission process for UG, PG and M.Phil./Ph.D. courses in print and electronic media.

o University of Delhi admits students to most UG programmes purely on the basis of merit without any other consideration except following the regulatory and constitutional provisions of relaxation in case of reserved category applicants. The admissions to select professional UG courses, PG and M.Phil./Ph.D. Programme is strictly made through nation-wide entrance tests (held at 15 locations throughout India), followed by a transparent interaction/interview process. In each case the reservation policy of the Central Government is strictly followed.

o The important means of communicating and widespread dissemination of information about the admissions process include: (i) publicity through the University website and regular press releases in which the rules and regulations related to admissions are adequately notified to ensure universal access; (ii) the Bulletin of Information for Admission is printed both in English and Hindi, and the same can be downloaded free of charge from the University website by anyone; (iii) widespread dissemination of crucial information, rules and regulations about the admission process is also provided through press releases/advertisements in major national dailies and the radio network of the University, DUCR 90.4 FM. (iv) the Office of the Admission Committee and DSW regularly interact with leading media groups (including television and print media) before the commencement of the admission process for wider publicity; (v) the University organizes open-day sessions at various locations in the North and South Campus to enable admission aspirants and their wards to seek requisite information and clarifications about the admissions process, including courses, colleges, process of application, eligibility criteria, time lines, schedule etc.

o Each College, Department and Faculty of the University facilitates interactions through helpdesks and counsellors.

o The Offices of the Dean, Admission Committee and Dean Students' Welfare function as nodal regulatory and advisory bodies for the University/College admissions. They play a pivotal role in coordinating over 3.5 lakh applications for about 60,000 seats available each year at different Departments/Colleges, an exercise that requires an astute balance between demand and availability of seats.

o The University ensures that the PwD candidates are provided additional support to facilitate their admissions and meets the national reservation criteria in this regard. The Equal Opportunity Cell

issues advisories for admission to these candidates. The University makes the Bulletin of Information available in an audio format and a screen reader enabled format and rigoursly monitors the modalities of implementation of reservation for PwD candidates.

o The University monitors the entire admissions with the help of a University Level Committee with a senior Faculty member as its Chairman. The Committee obtains information about admissions on a daily basis and remains in close regular contact with the Office of DSW. Emphasis is laid on following the statutory regulations and transparent processes by Colleges and the Central Admission Committee regularly monitors the filling of requisite number of seats in various categories.

o Detailed information on successive cut off lists for UG admissions in various Colleges are promptly displayed on the website and reported in the national dailies. Similarly, for PG admissions, results of written tests, interviews and other components of admission are duly notified on the Departmental/Faculty notice boards and displayed on the University website on pre-declared dates.

o Answer keys are immediately uploaded on the dedicated University website after the entrance tests to ensure utmost transparency.

o Admission in-charges/coordinators are appointed by all colleges and departments, and their contact details are notified on the website and notice boards.

o Publicity of courses for foreign students is done through the Foreign Students Registry (FSR) website, wherein all information regarding admissions, eligibility criteria, important dates, etc. are mentioned. The FSR also sends regular updates about admissions to agencies such as MHRD, MEA, ICCR etc. for wider circulation.

o Additionally, there are separate Admission Grievance Committees to look into complaints of candidates belonging to SC/ST/OBC/PWD categories. One of these committees is at the North Campus located in the Dean Students' Welfare Office and another is located at the Deputy Dean Students' Welfare Office at the South Campus. Besides, every college has its own Grievance Committee, the information about which is displayed on the relevant notice boards. Candidates who have complaints can apply to the Grievance Committee of the college in the first instance and, if not satisfied, then to the Grievance Committee in the North or South Campus of the University.

- **Social Inclusion and Affirmative Action in Admissions**

The University of Delhi is known for its policy of social inclusion and has taken numerous steps to ensure that the student aspirants from the marginalized sections of our society are provided more than a fair chance to get to study at the University of Delhi. The following actions taken by the University elucidate this fact: The University follows in letter and spirit the various relaxations given to the applicants of the reserved sections and proactively instructs its affiliated/constituent Colleges and Departments to admit students belonging to these categories and ensures all the seats meant for these students are filled. The University has largely met the reservation targets in admissions in 2017-18. The marginal variation from the expected admissions is largely due to two factors, (i) the

reservation rule does not apply to six minority colleges (four Sikh and two Christian Colleges), and (ii) lesser number of girl applicants in reservation categories (e.g., OBC) results in lesser student intakes in reservation category in Girls' Colleges of the University.

o   In order to ensure large participation of the marginal sections of our society, the University of Delhi in 2017-18 initiated a special drive for two weeks for admission of OBC, SC and ST applicants to various UG courses. It was a very successful drive and helped meeting the reservation targets and filling up of the earmarked seats for these categories.

o   The University charges lesser application/entrance fees from the reserved category applicants (e.g., half of the fees charged from Unreserved category).

- **Special Provision for Educating the Girl Child**

o   Many Colleges of the University give a relaxation of 2% in marks at the time of admission to girl applicants, therefore, ensure more girl students are admitted in the University.

o   Additionally, there are provisions including scholarships (as per Central Government norms) given to students who are in the category of single girl child.

- **Faculty Student Ratio**

The University of Delhi has a regular student strength of nearly 1,50,000 in UG Courses and approximately 25,000 in PG Courses. The current faculty student ratio at the university departments level varies from 1:25 to 1:30, which will be brought down to a significantly improved ratio of 1:11 once all the advertised faculty positions are filled.

SECTION III C

Plan for becoming an Institution of Eminence. The plan should give the status of the Institution at the present stage on all relevant parameters, the status to which they seek to reach after ten years and fifteen years on each of the parameters, and how they target to reach the same on each of the parameters.

1. Focus on Multidisciplinary Research relevant to Government, Industry and Society

The focus on interdisciplinary/multidisciplinary research shall produce positive effects on the criteria such as Academic Reputation, Employer Reputation and Attractiveness for Faculty and Students.

We are cognizant of the fact that the big questions that face us today require a multi-disciplinary approach. The University of Delhi has in the past carried out research mainly within Departmental capabilities and domain dominated silos though has from time to time responded to the emerging needs of society and forged partnerships with various stakeholders in developing technology and offering expert consultancy services to Industry. We now intend to further break away from this approach by investing in multi-disciplinary/interdisciplinary Schools which will draw on the faculty from Departments across the University and also from outside.

2. Engagement with Stakeholders

This is also likely to result in positive effect on the Academic Reputation, Employer Reputation and Attractiveness for Faculty and Students. We are aware that we need to do lot more to engage with industry, Government and society to refine the questions we need to focus more on as well as to collaborate in a multi-way exchange of knowledge. We intend to deepen our engagement with stakeholders in multiple ways:

Industry

- Efforts have been made by the University in the past towards forging University-Industry interaction. In fact, the University of Delhi has such a Cell. There are many examples of the collaboration between the University of Delhi and Industry. Some of the examples are as follows:

  o Electropreneur Park is conceived to emphasize on Development of Product and IP creation in the ESDM sector. This incubation centre has incubated 6 early stage startups, with a few more in the process of on-boarding.

  o Department of Physics (High Energy Group) with Bharat Electronics Ltd., Bangalore for fabrication of silicon detectors and with Micropack Ltd., Bangalore for fabrication of foils for detectors.

  o Department of Physics (Material Science Group) was involved in technology transfer of the prototype Surface Plasmon Resonance Measurement System with Optiregion, Delhi.

- We intend to further strengthen an Office dedicated to technology transfer, trademark licensing, sponsored research, and industry partnerships. The University will hire a technology-licensing manager for identifying and working with companies that will rapidly and effectively develop university produced technology into useful products available to the public.

  o Start-Up Opportunities: This Office will also work with entrepreneurs interested in starting up companies based on University-licensed technology.

  o Industry Research Sponsorship: grants or contracts from industry which fund research at the University representing a commitment by both sides to collaborate in investigating an area of mutual scientific interest. This will provide exciting opportunities to faculty and students as also open up new sources of financing.

  o University Corporate Affiliates Programmes: The University will set up a University Corporate Affiliates Programme to encourage mutually beneficial interactions between the University and its industry counterparts. Schools and Departments/Centres will be encouraged to implement programmes to invite corporations to establish close working relationships. These programmes will provide corporations with the ability to interact with distinguished faculty members through laboratory visits, sponsored research, access to departmental seminars and lectures and exclusive symposia specifically intended for corporate affiliates. In turn, faculty and students will benefit from exchange of ideas and quick feedback on ideas.

o A deeper engagement with industry will also aim at Mentorship of students, early engagement on job and internship opportunities.

Government Relations

- We intend to build and maintain a positive and on-going relationship between the University and branches of government relevant to the themes chosen in this plan.

- Conduct research on policy related issues that have societal impact and relevance.

Society

The University will develop stronger linkages with the local community and civil society and create opportunities for positive engagement and contribution. Such experiences will enhance the quality of reflection, build compassion, help students develop leadership traits and be willing to participate in their and others' development. Some initiatives could be as follows:

- Engagement with Senior Secondary Schools, colleges in DU and with other universities

- Community service outreach through planned Volunteer Programmes with local community and civil society organizations

3. Recruit World-Class Researchers and Teachers

This is likely to have positive effect on International Faculty and students, in general quality of faculty and students and academic and employer reputation. A world-class university committed to research needs of the world-class faculty. To attract world-class faculty the University shall offer:

- Competitive salaries: While many who are committed to research and teaching are driven by motivations other than monetary, we recognize that talent is mobile and we must offer better remuneration to high quality faculty than we currently do. Public universities in China today offer facilities and salaries that are globally competitive. We are pleased to see that the MHRD envisages that incentives can be paid to outstanding faculty under the IoE scheme. This will be very helpful in attracting world-class faculty. There are several models through which additional funds could be generated for the purpose of giving incentives. For instance, the newly recruited faculty will be encouraged to apply for research/consultancy grants where this additional 'incentive' component could be made part of the proposal.

- Flexibility: We believe that to attract high quality faculty we will need to have policies that enable faculty to spend a summer, semester or year, somewhere else, be it within the country or outside. Similarly, we will develop a program to attract high quality Indian and international faculty to spend a semester, a summer or a year or two on the University of Delhi campus, teaching and researching. Each Department and School will develop a specific program to bring flexibility and will be monitored on number of inbound and outbound faculty.

- A professional work environment: At the moment, many staff positions are lying vacant because it is restricting and also hard to hire best professionals at the current salary bands. We would like to take away as much administrative work as we can from the faculty. We envisage an overhaul

of the administrative structure to bring in well-paid professionals, while contracting many non-core services.

- High quality labs and campus infrastructure: Much of the University's academic and general infrastructure is in need of upgradation. This can be the major area of concern for talented faculty and students. The IoE grant will allow us to quickly move to fix this issue.

- The University is currently in the process of filling the vacancies that have been pending for a long time. We intend and hope to complete the process before the beginning of the next academic session. This alone will help the University of Delhi reach the required 1:10 Faculty-Student ratio and as a result jump many ranks from where we are today. We will develop a recruitment plan with emphasis on the following:

    o Seek bright young Professors from around the world for the new Schools and nucleate a core group of young Assistant Professors around them.

    o Seek established senior faculty to visit the University for limited time periods for teaching and research.

    o Young post-doctoral candidates who would like to spend a few years doing research in India.

    o Establish endowed chairs (for which funding will be sought from industry) which will carry higher salaries as also attractive research grants for exceptional faculty at all levels.

Some of the non-compensation related considerations that may help attract faculty would include grants for research, furnished laboratories & centres, teaching assistants/access to talented graduate students, opportunity to undertake consultancy (e.g., one day a week)/community work, internal & national conference funding, opportunities for high visibility in their field, technology resources, assistance with housing, relocation, etc. We will also need to look at promotion and tenure issues.

4. Admit Motivated Students (Likely to have positive effect on Academic reputation, Employer reputation, quality of students, research output and quality)

At the University of Delhi, we are very proud of the past academic achievements of our student intake. We would like to continue to maintain that. At the same time, we need to better screen for those interested in progressing the field they chose at the graduate level. We hope that the IoE designation will enable us to better screen for academic passion.

5. Build Long-term Self-Sustainability (Diversify sources of finance and enable the University to seek more academic freedom)

We recognize that for its long-term self-sustainability, the University needs to diversify sources of finance. This will include both rationalization of fees and bringing in extra-mural grants/ endowments/ raising funds from alumni.

We will be looking at adjusting fees in an equitable manner to meet a higher proportion of cost, introduction of self-financing courses and appropriate fees for executive education. In particular, we will seek to charge appropriate fees for the new courses offered under the strategic plan albeit with significant (30-50%) availability of financing for meritorious/ needy students. The increasing

proportion of foreign students will be charged fees commensurate with the costs (while encouraging governments and multinational corporations to support meritorious/ needy students).

The University of Delhi has a very tiny corpus. We would like to leverage the IoE to begin on the journey to build Endowments for the long-term financial sustainability of the University. We will invite alumni, corporate houses, individuals and social organizations to:

- Contribute to the University endowment.

- Contribute for a specific project/s, e.g., setting up of a particular School/Centre or for scholarships or for a setting up of a laboratory or a seminar series in a particular discipline.

- Contributions of campus infrastructure, e.g., residential spaces or community facilities, etc.

- Contributions towards setting up of named Chairs.

- Research Support.

- Planned giving and bequeathing wills. We will particularly approach the alumni of the University and a planned program of engagement with Alumni will be set up (please see 7 below).

6. Attract Students Globally (Likely positive effect on Foreign Student ratio and employer reputation)

The University will strive to attract an increasing number of students from outside India and aim to reach 5%, 10% and 20% of students in 5, 10 and 15 years, respectively. Our ambition is to make the University an attractive destination for overseas students wanting to study in India, both for Non-Resident Indians as well as others from around the world interested in a high-quality education. It would also become a base for overseas researchers in India and deepen research networks across a variety of disciplines between India and research universities around the world. Initiatives in that direction will include:

- Full time research scholars and students

- Semester/Year at the University (Study Abroad)

- Exchange Programme

- Credit transfer

- Post-Doctoral Fellowships

The University of Delhi will form linkages with universities abroad for the above programmes. We recognize that much needs to be done to create amenities and improve safety infrastructure around the campus and its perception to achieve this ambition. Some of this is included in the IoE proposal but more will need to be done.

7. Alumni as a Key Stakeholder

The University recognizes that the alumni are the strongest supporters of the institution and have deep interest in its welfare. The role of Alumni Affairs will be to provide life-long association with the alumni and create opportunities for learning from them while seeking their support for the University's programs and growth. Some salient initiatives on this front include the following:

- The existing Alumni Association needs to be further strengthened. It serves not only alumni but also parents and friends of the University. It would advance the interests of the University and create opportunities for alumni to participate fully in the life of the University.

- Maintain an information system to help both current students and graduates maintain contact with their classmates and other alumni.

- To seek help of alumni who can provide input into the University/Department/School/Centre policy: serve in advisory capacity to university officers (VC, PVC, Deans of Faculties, etc.) through advisory bodies, focus groups, alumni club initiatives, board of trustees, etc.

- Events to build loyalty, appreciation, enthusiasm, and commitment. The effort would be to include Alumni in all events of the University as also to host some events specially for them. Examples could include: return to Campus, sports matches between batches etc.

- Networking/professional development: New student reception, career education day, and alumni receptions in key cities with high alumni presence across the country (with key functionaries present: VC, PVC, Deans of Faculties and HoDs).

- In addition to participation in formal alumni events, graduates of the University would be encouraged to contribute both time (mentoring, advising, and recruiting students) and contacts for job and internship searches for students.

- Fund-raising from alumni directly or support by alumni in leading fund-raising campaigns would be initiated. We would look at instituting Alumni Funds (small funds to encourage young alumni to give back to their alma mater financially even in small amounts), Donate Funds Annually and seek Capital gifts for facilities help to open new avenues of research, etc. as well as Endowment gifts (such as Chairs and scholarships).

8. Make Life-long Learning Possible

Executive & Continuing Education will provide the much-needed life-long educational opportunity and up-gradation of skills that are required to manage careers and organization in today's competitive environment. For the University it will serve the following purpose:

- Opportunity to develop research, consulting, case-related initiatives

- Bring practitioners to the campus

- Contribute to generating knowledge and training inputs

- Help provide networking opportunities for participants

- Generate resources for the University

9. Technology at the Core

Technology today is all pervasive. It is particularly critical that a learning environment like the university makes available the latest in technology on campus so that faculty and students are a part of the early adopters and contributors to developments utilizing the power of New Technology.

It is further intended to hire IT professionals who support the business requirements of faculty and students as well as the central Administration Departments. They would develop broadly applicable IT standards, solutions, and guidelines while providing a consistently high level of support for the administrative, operational, and financial systems of Central Administration. The operational support requirements could be outsourced after due deliberations.

Library Technology Resources

Over time, the University would like Technology to play a key and growing role in cataloguing and managing the library system's extensive resources to preserve and enhance those resources while making them more accessible and user-friendly. We have budgeted some resources for a common technology infrastructure to begin the task of supporting the collection, storage, organization, and retrieval of digital library resources among the University's libraries. Overtime we envisage an online catalogue of the University Library collections.

Academic Computing

The University today has a wide variation in the way technology is used to enhance teaching, learning, and research. The University needs to use Information technology widely and more consistently. Accordingly, we propose to make a start with some amounts budgeted annually to:

- Host Faculty and Staff Workshops on the Use of Technology in Teaching and Learning

- Offer grants to encourage faculty to use innovation in instructional computing and distance learning

- Improve Technology in the classroom (data projection systems, etc.)

- Multi Media, Distance Learning

10. World-Class Campus Amenities

We are aware that to attract the best students and faculty globally, the University of Delhi must offer a wide range of amenities and services to serve the students' and Faculty's personal and academic growth and development. At the moment, the University has student residential facilities for 3522 students i.e., for 6.5% of the student strength. We intend to build student housing for 5000 more students. It is intended for these facilities to be managed by professionals by following modern managerial standards. We would also explore bank finance/ public-private- partnerships (PPP) for these facilities.

These areas could also attract public-private development of recreational, shopping and dining spaces, which will present a vibrant atmosphere for on-campus living for students and staff. At the moment we have kept these ideas out of the budget but we intend to explore this over time. On operational expenses, including financing cost, the student fee structures need to be revisited from a pragmatic amenity perspective.

It is also intended to build facilities for long- and short-term faculty housing on similar lines. This may be necessary for attracting in particular foreign/visiting faculty and for temporary housing of new hires.

11. Non-Academic Professional Staff

The University of Delhi today is a massive enterprise and we feel the need to equip ourselves better to manage the day to day business of the University. This necessitates senior level non- academic professional staff who can take over the managerial and administrative burden from faculty at all levels, but particularly senior faculty such as HODs, Deans, etc. A full exercise to determine our needs and how to resource them is envisaged in the near future. As a beginning, we are budgeting non-academic staff for the new Schools envisaged under the IoE proposal.

THE ACADEMIC AND ADMINISTRATIVE PLAN

The University proposes to initiate work on 9 major themes/programmes and each theme shall be covered under a dedicated institution – School/Institute/Centre/any other nomenclature. Each of these themes shall represent an important and relevant overarching idea or concept that highlights the need to address major national/global challenging problems of today as well the ones likely to emerge in future. The University envisions a number of strategic goals under the Institution of Eminence scheme and visualizes to achieve them by outlining measurable outcomes or deliverables in terms of scholarly and societal impacts. The fundamental principle behind setting the strategic goals and designing these themes is the idea of the University as a seamless world of exchange of ideas, creation, sharing and delivery of knowledge. This would call for revisiting the conventional disciplinarian thinking in the University and generating a novel mix of ideas that result from the perviousness of the traditional academic silos.

THE ACADEMIC PLAN

The Academic Plan of the IoE proposal entails nine (9) thematic areas with a number of sub-themes which underscore the conception of an interdisciplinary collaborative effort of the University of Delhi community. This endeavour reflects the University's resolve to respond to the present and future needs of our society as of the globe. The academic scheme given below presents a synopsis of the academic plan and the infrastructural architecture as envisioned.

The academic plan, however, is not restricted to the institutions/schools/centres identified here, but may include new such initiatives in terms of additional schools/centres depending on the relevance and need to achieve the objectives of IoE. Likewise, the University may consider prioritizing creation of the proposed Schools under this IoE Academic Plan necessitated by the likelihood of achieving faster positive results in terms of the global/national rankings.

PHASE I

We propose to prioritize a robust research programme in the phase 1 wherein the University becomes a well-endowed research hub. This entails starting with a research programme involving young research fellows, post-doctoral fellows who will be mentored by distinguished faculty from within and outside the University of Delhi including faculty from the Colleges of the University, experts from the Industry/Government Institutions/Think Tanks, and distinguished faculty of Universities/Institutions from overseas. The key component of this research initiative is to forge collaborations between the global leaders in the relevant areas of research who shall be associated with the IoE as Visiting/Adjunct/Distinguished Professors and Fellows.

Theme	Sub-theme	Institution Proposed	Participating Existing Institutions
Public Health: Science, Technology & Policy	Biomedical Sciences & Functional Genomics	Delhi School of Public Health	ACBR, Department of Zoology, Department of Biochemistry; Any other
	Pollution, Toxicology & Health		Department of Environmental Studies, VP Chest Institute
	Quantitative & Systems Biology		ACBR; Department of Zoology; Department of Physics
	Community Health: Economics, Interventions & Engagement		Department of Social Work Department of Sociology Department of Economics
	Medical Biotechnology		VPCI; ACBR, Departments of Physics & Chemistry
Climate, Global Change & Sustainability	Critical Zone Studies	Delhi School of Climate Change & Sustainability	Department of Geology Department of Envt. Studies
	Climate & Agriculture Sustainability		Department of Envt Studies, Department of Anthropology Department of Economics
	Climate Change, Food & Nutritional Security & Sustainability		Department of Plant Mol. Biol. Department of Genetics Department of Microbiology
	Resilient Lives & Livelihoods		Department of Economics Department of Social Work Department of Sociology
Governance and Public Policy	Informality in Indian Economy	Delhi School of Governance & Public Policy	Department of Economics
	Law and Economics in India		Department of Economics, Faculty of Law
	Educational Governance and Policy		Department of Education
	International Governance		Department of Political Science
	Cyber Security & Law		Faculty of Social Sciences, Institute of Cyber Security and Law Department of Computer Science
Transnational Affairs	Arms Control	Delhi School of Transnational Affairs	Delhi School of Transnational Affairs
	Dialogue among Civilizations		
	Cyber Security		
	International Organized Crime		
	International Terrorism		
	Migration		

	Transnational Environmental Challenges		
	Transnational Justice		
Journalism, Communications, Informatics & Computing & Data Analytics	Journalism	Existing Institutions	Delhi School of Journalism
	Cloud Computing		Institute of Informatics & Communications[SEP]Faculty of Mathematical Sciences
Skill Enhancement, Incubation & Entrepreneurship Development	As many areas as participating institutions can think of	School of Skill Enhancement, Incubation & Entrepreneurship Development (Du-INSEED)	All the Schools
Indian Culture & Heritage Education	Inter-University Yoga Studies Centre	Delhi School of Culture & Heritage Education	Faculty of Arts
	Translation of World Classics		
	Diaspora Studies		
	Computational & Sanskrit Linguistics		
	Vedic Studies		
Performing Arts	Theatre	Delhi School of Performing Arts	Faculty of Music
	Dance		
	Film & Media		
Global History	Literary Cultures	Centre for Global History	Faculty of Arts
	States & Empires		
	Conflict & Violence		
	Religious Networks		
	Labour & Migration		

The Present Stage & Future Plans

S.No.	Parameter	Status	Remarks
(i)	Multi-disciplinary and have both teaching and research focus of an exceptionally high quality.	Yes	The University from time to time has established various Departments/Centres which have a multi-disciplinary focus and are producing high quality research. Most of the Departments in South Campus under Faculty of Interdisciplinary & Applied Sciences have significantly contributed to the frontier areas of teaching and research; the publication record of these Departments is exemplary with publications in top-ranked journals. Likewise, the Department of Environmental

			Studies under Faculty of Science at North Campus offers Masters Programme in MA and M.Sc. with cross disciplinary focus. The research output of faculty members of the Department is outstanding with a number of publications in Nature, Science, Nature Biotechnology, etc.
(ii)	Apart from the regular courses, it should also offer various inter-disciplinary courses, including in areas of emerging technology and interest as well as those of relevance to the development concerns of countries like India.	Yes	As stated above, numerous Departments/ Centres with an inter-disciplinary focus on teaching and research work in the emerging areas of technology. For instance, Ambedkar Centre for Biomedical Research and Departments of Biochemistry and Genetics are among the leading institutions in India working on human health/disease related aspects, diagnostic kits, etc. Similarly, the Departments of Genetics and Plant Molecular Biology are at the forefront of developing high-yielding crop varieties and crops with desired traits using most modern molecular and biotechnological tools. The Centres allied to these branches of technology at the South Campus contribute to national development in the area of crop and human health biotechnology.
			The Centre for Management of Degraded Ecosystems (CMDE) in association with Delhi Development Authority has developed two Biodiversity Parks in North and South Delhi, which are important destinations for the community, civil society groups, educational institutions (schools, colleges and universities in Delhi), government officials where values of restoring degraded and conserving natural ecosystems are explained on the site. The Centre for Interdisciplinary Studies of Mountain & Hill Environment (CISMHE) is at the forefront of assisting the Central Government in realizing the goal of national green energy development target for the last two and a half decades. The Centre provides expert advice and consultancy services to a host of Public and Private Sector Enterprises in assessing the environmental impact (EIA)

			of large-scale developmental projects and assists various Statutory Bodies in taking informed policy decisions. The Centre for Detector & Related Software technology (CDRST) is associated with the Compact Muon Solenoid (CMS) experiment at Large Hadron Collider (LHC), CERN, Geneva. Centre is involved in the design, development and fabrication of state-of-the-art Silicon detectors in collaboration with BEL, Bangalore for the first time in India.
(iii)	It should have a good proportion of foreign or foreign qualified faculty. institutions which succeed in mobilizing a broadly diverse national and international academic staff are likely to maximise knowledge capacity. Foreign/Foreign qualified faculty means: a. Any faculty of non-Indian citizenship. Or b. Any Indian citizen who has spent considerable time in academics in a foreign country, with his academic qualification /experience from top 500 Institutions figuring in a reputed world ranking.	Yes	The University of Delhi has a large number of faculty members who belong to the category (b) wherein these teachers have spent considerable time in universities abroad either for acquiring academic qualifications or academic experience. Our faculty members are associated with the following top-ranked overseas universities (to name a few): • Harvard University • Columbia University • Massachusetts Institute of Technology • Yale University • Oxford University • Cambridge University • National University of Singapore • University of California Berkley • Duke University • McGill University • CERN, Geneva
(iv)	There should be a reasonably good mix of domestic and foreign students.	Yes, but need to do more	The University of Delhi is committed to attracting/admitting a sizeable number of foreign students. Our Admissions Office in an exercise of outreach during 2017-18 addressed more than 30 Ambassadors from the African Continent. The University is, however, still not meeting the target of admitting about 2500 foreign students/year. However, the University has 1500-2000 foreign students enrolled at present.

(v)	There should be a transparent merit-based selection in admissions, so that the focus remains on getting meritorious students.	Yes, fully.	The University of Delhi makes transparent merit-based admission each academic year. We have in place robust legal instruments approved by AC/EC as well as the relevant regulations from Government of India which are part of the University's admission policy. These policies and procedures are available in public domain and displayed on the University website as "Bulletin of Information" for various UG, PG and M.Phil./Ph.D. Programmes. Over the last three to four years the online admissions including online entrance tests have further strengthened the University's commitment to total transparency in University admissions, which are based on merit. There is no manual intervention either at the time of declaring cut-offs for admission or at the time of allotment of colleges/Departments to the students, therefore, the automated allocation makes the whole admission system fool proof. The University has traditionally admitted the best and is well known for admitting students across the nation with the highest merit.
(vi)	The admission process should be need-blind so that once a student gets admission purely on merit, such a meritorious student should not be turned away for lack of financial ability.	Yes, but need to do more	The University is committed to admitting students irrespective of their financial status. The University in the past has made efforts to provide assistance wherever possible to the students who are admitted to the University. That said, more focussed attention needs to be given to generating adequate funds to meet the growing need for financial assistance of applicants who seek admission to the University.

(vii)	The faculty student ratio should be not be less than 1:20 at the time of notification issued declaring an Institutions as an Institutions of Eminence and should increase over time so as not to be less than 1:10 after five years of this date. The faculty for this purpose includes the regular faculty, adjunct faculty, and long-term faculty (for at least three years). Part time faculty shall not be counted for the purpose.	No, but we aim to achieve a healthy faculty student ratio in near future	For the student population of the University Departments, the University's present faculty student ratio ranges from 1:25 to 1:30. The University has a sanctioned faculty strength of 1706 and has already initiated the process of filling the vacant positions in various Departments. It is envisaged to complete the process before the start of next academic session. These appointments will lead to a faculty student ratio around 1:11.
(viii)	There should be laboratory facilities that do cutting-edge scientific research for those Institutions engaged in scientific research. In case of humanities and social science and other interdisciplinary areas, the faculty should be engaged in research and field-work in frontier areas using the latest methodologies.	Yes, but need to further strengthen the lab and the related infrastructure	The Professors in various Science Departments have developed state of the art laboratories through funding from various Government of India and International agencies and are in pursuit of adding new research facilities. The University established, University Science Instrumentation center (USIC), which is a central facility and houses sophisticated analytical instruments. Its main objective is to provide services to all researchers and students of Science Departments in the University and the constituent colleges of the University of Delhi. The USIC facility is used by a number of researchers from other institutions in and outside Delhi. Our Ph.D. students are working on the frontier areas in their field of research and have ample opportunities to participate in national and international conferences. In the Faculties of Arts and Social Sciences most of the Departments have field wok included as part of research curriculum.
(ix)	The Institutions should have a world-class library with subscriptions to reputed journals in the areas of its course offerings.	Yes, but needs further strengthening	Delhi University Library System (DULS), has more than 37 libraries under its fold. The DULS services the wider academic community through an advanced web system with subscription of as many as 63 high quality electronic databases. These online electronic services are available through a campus-wide network to teachers, students and research scholars. In addition, 21 more

			databases are accessible through UGC-INFONET Digital Library Consortium. DULS also promotes Open Access e-resources. The success of DULS stems from its use by the academic community of the University of Delhi. DULS regularly conducts innovative Information Literacy Programs (ILP) for the benefit of students, researchers and faculty members and also makes efforts in developing tutorials to enhance skills of the academic community in the use of world wide web.
(x)	It should have student amenities comparable with that of globally reputed institutions.	Yes, but need to do more	The University houses a state of the art sports facilities (stadia) at various places built during Commonwealth Games in 2010. Additionally, modern sports facilities are available in different Colleges for our students. The World University Service (WUS) facility with expert specialist medical doctors available 24x7 provides immediate medical attention to our students and employees as and when needed. All students are eligible to become members of the University health Centres.
(xi)	The Institution should have reasonably large owned campus with adequate space for expansion.	Yes.	The University has a well spread campus and owns significant parcels of land across Delhi. Even as the University' s operations are concentrated in its two campuses in North and South Delhi, its 78 colleges are spread all over Delhi. Additionally, the University owns land in various districts of Delhi, lying undeveloped. The University is exploring the possibilities of developing campuses in the neighboring NCR towns such as Noida/greater Noida, U.P. and Sonipat, Haryana.
(xii)	The Institution should strive to achieve social impact by engaging in applied research and innovation in issues of concern to developing societies.	Yes, but need to do more	The University's social impact through research and innovation is well recognised. Our faculty members are engaged in several research and consultancy programmes that offer technology solutions to businesses, offer expert advisory services to industry and provide expert advice in the field of social work, social entrepreneurship, etc. DU also

			provides ample scope for research and skill development through a wide range of R&D grants to it faculty to promote research in areas with societal benefits.
(xiii)	The Institution should have teaching and research collaborations with a reasonable number of global universities figuring in the most reputed global rankings.	Yes	The University has a robust international relation mechanism looked after by Dean International Relations Office. A number of on- going MoUs are in place which facilitate international academic exchange. Some of these are:
			MoUs with universities abroad:
			• Erasmus Mundus programme
			• Universitas 21
			• USEIF and other bilateral programmes
			• ICCR, and other Government of India Programmes
			• Student exchange
			• Faculty programmes: Further, our faculty members are involved in collaborative research and academic exchanges with the following top-ranked Universities (to name a few):
			Harvard University
			Columbia University
			Massachusetts Institute of Technology
			Yale University
			Oxford University
			Cambridge University
			National University of Singapore
			University of California Berkley
			Duke University
			McGill University
			CERN, Geneva
(xiv)	The Institution should be known for promoting a culture where faculty are encouraged to publish regularly in peer- reviewed journals and engage academically with the issues of concern to the society. lt	Yes	The University of Delhi is proud of the highest standards of research with a distinguished faculty to match the best in the world. Its strong commitment to excellence in research is reflected by its track record of raising extramural funding which amounts to more

	should have a record of research publications at the mean rate of at least one per faculty member each year in reputed peer-reviewed international journals based on publication made by top '100 global Universities in these journals. For this purpose: a. Any papers published in international publications which are included in SCOPUS, Web Science or similar international agencies can be counted. (b) b. Instead of every faculty satisfying the publication criteria, it would be enough if the parameter is satisfied as an average across institution.		than Rs. 300 crores. It has received more than Rs. 70 crores from DST under the PURSE grant scheme. The faculty is encouraged to publish their research work in the best research journals with the highest impact factor. The faculty members are recipient of the most prestigious research fellowships from across the world. The University awards more than 400 doctorate degrees every year. According to the Scopus database, the faculty of the University of Delhi has published around 8000 documents in last five academic years. The number of publications in high quality journals is constantly increasing every year. The number has risen from around 1200 in 2012 to 1400 in 2016. The h-index of the University has also increased to 157, which is the highest in India.
(xv)	A multi-disciplinary institution should have a student enrolment of at least ten thousand students in a period of fifteen years. However, the Institutions may project a lower figure as its enrolment target with justification on how that enrolment figure would enable it to become a world class university. EEC will examine whether it is feasible for an institution to become world class with the proposed lower figure.	Yes, we already have	The University of Delhi has presently around 25,000 students enrolled in various PG programmes. We are committed to increase student intake, and the University envisages to increase this number by starting new areas of study in new Schools with focus on interdisciplinary courses.
(xvi)	The Institution should be accredited by National Assessment and Accreditation council (NAAC) or an alternative version of NAAC which conforms to UGC (Institutions of Eminence Deemed to be universities) Regulations, 2017 or its amendments and also be assessed by one reputed international accreditation agency, one whose ratings are a credible and widely accepted global benchmark. The Institution may however appeal	Yes	The University has got a NAAC rating of A+ in 2018 under the latest gradation framework.

	on accreditation of NAAC or alternative version of NAAC to the Empowered Experts Committee, whose decision shall be final.		
(xvii)	It should come in top five hundred of any of the world renowned ranking frameworks (such as the Times Higher Education world University Rankings or QS or Shanghai's Jiao Tong University) in the first ten years of setting up on being declared as Institution of Eminence, and having achieved top five hundred rank, should consistently improve its ranking to come in the top one hundred eventually over time.	Yes	The India Today - AC Nielsen survey has ranked the University of Delhi as number one in 2014 and also 2015, for the third and fourth consecutive years. The QS ranking of the University in 2017 is as follows: • Rank41-QSBRICS • Rank 72-QS Asia University Rankings • Rank 481-90 QS World University Rankings. • The Times Higher Education ranking of the University in 2018 is as follows: • Rank 109- BRICS • Rank 601-800 World University Ranking

Thematic Approach

The following themes emerged after detailed deliberations and wide-ranging discussions with Faculties/Departments/Industry Leaders/Business Managers and the faculty members of the University. Most of the themes represent amalgamation of several sub-themes that emerged from and were proposed by different Faculties or Departments.

- Theme #1: Public Health : Science, Technology & Policy
- Theme #2: Climate, Global Change and Sustainability
- Theme #3: Governance & Public Policy
- Theme #4: Translational Affairs
- Theme #5: Journalism, Informatics, Communication & Computing
- Theme #6: Skill Enhancement, Incubation, and Entrepreneurship Development
- Theme #7: Culture & Heritage Education
- Theme #8: Performing Arts
- Theme #9: Global History

Measuring Excellence

There are several measurable methods to characterize academic excellence. The important challenge is to hold on to what has already been achieved and what still needs to be done to push the bar of excellence higher so that the University finds its deserved place among the best in the world. The three pillars on which rests our academic excellence are: a d m i s s i o n s (students), f a c u l t y (recruitment & professional development) and evaluation (students and faculty). We need to benchmark each one of these parameters against the best world standards. The policies and processes of student admissions are central to our academic excellence in terms of recruiting students from a pool of young talent spread nationwide. These policies are characterized by complete regard for merit and social inclusion, irrespective of socio- economic status, spatial location, physical and emotional state and personal proclivity of an applicant. The University of Delhi attracts the brightest students for UG and PG courses from all over India. Our faculty members are recruited through a rigorous selection process and those who make it regularly publish their research in top-tier journals and a number of them are invited by some of the best ranked universities in the world as Visiting Faculty.

SECTION III D

SWOT analysis of the institution focusing on its present status in the quality hierarchy and the proposed measures to address the shortcomings?

Strengths

- World-class faculty with global linkages
- Top of the line and the largest student intake
- Outstanding faculty having research collaborations with leading international experts
- Existing interdisciplinary institutions dedicated to frontline research areas
- Vast space (land) resources spread across Delhi's geography
- Campus Characteristics
- A wide spectrum of academic disciplines unmatched in Indian universities

Weaknesses

- Asymmetry in infrastructure vis-à-vis the scale of operations
- Entangled command and control between administration and academics
- Disproportionately low financial support/grant per enrolled student
- Service and support
- Complicated procedures and policies
- Infrastructure & student aid structure
- Digital preservation
- Capacity building

Opportunities

- Largest academic platform
- Reboot and redesign academic architecture and standards under IoE
- Expand academic operations beyond Delhi state (already approved by EC)
- Optimal faculty-student ratio (will touch 1:10 ratio before the next academic session)
- Domain-specific consultancy
- Innovation and entrepreneurship development
- Technology transfer
- ICT systems and frameworks

Threats

- Emerging private university competition (though very limited at present)
- Rapidly evolving student and community aspirations
- Infrastructure and legacy procedures
- Hand holding
- Sustainability

IV. Proposed fifteen-year strategic Plan (for each five years)

A

An academic plan showing the courses proposed and a research plan focusing on current thrust /niche area(s) of expertise and proposed plan in pursuit of excellence in those areas.

THE ACADEMIC PLAN

The Academic Plan of the IoE proposal entails nine (9) thematic areas with a number of sub-themes which underscore the conception of an interdisciplinary collaborative effort of the University of Delhi community. This endeavour reflects the University's resolve to respond to the present and future needs of our society as of the globe. The following scheme presents a synopsis of the academic plan and the infrastructural architecture as envisioned.

Theme	Sub-theme	Institution Proposed	Participating Existing Institutions
Public Health: Science, Technology & Policy	Biomedical Sciences & Functional Genomics	Delhi School of Public Health	ACBR, Department of Zoology, Department of Biochemistry; Any other
	Pollution, Toxicology & Health		Department of Environmental Studies, VP Chest Institute

	Quantitative & Systems Biology		ACBR; Department of Zoology; Department of Physics
	Community Health: Economics, Interventions & Engagement		Department of Social Work Department of Sociology Department of Economics
	Medical Biotechnology		VPCI; ACBR, Departments of Physics & Chemistry
Climate, Global Change & Sustainability	Critical Zone Studies	Delhi School of Climate Change & Sustainability	Department of Geology Department of Envt. Studies
	Climate & Agriculture Sustainability		Department of Envt Studies, Department of Anthropology Department of Economics
	Climate Change, Food & Nutritional Security & Sustainability		Department of Plant Mol. Biol. Department of Genetics Department of Microbiology
	Resilient Lives & Livelihoods		Department of Economics Department of Social Work Department of Sociology
Governance and Public Policy	Informality in Indian Economy	Delhi School of Governance & Public Policy	Department of Economics
	Law and Economics in India		Department of Economics, Faculty of Law
	Educational Governance and Policy		Department of Education
	International Governance		Department of Political Science
	Cyber Security & Law		Faculty of Social Sciences;Institute of Cyber Security and Law Department of Computer Science
Transnational Affairs	Arms Control	Delhi School of Transnational Affairs	Delhi School of Transnational Affairs
	Dialogue among Civilizations		
	Cyber Security		
	International Organized Crime		

	International Terrorism		
	Migration		
	Transnational Environmental Challenges		
	Transnational Justice		
Journalism, Communications, Informatics & Computing & Data Analytics	Journalism	Existing Institutions	Delhi School of Journalism
	Cloud Computing		Institute of Informatics & CommunicationFaculty of Mathematical Sciences
Skill Enhancement, Incubation & Entrepreneurship Development	As many areas as participating institutions can think of	School of Skill Enhancement, Incubation & Entrepreneurship Development (Du-INSEED)	All the Schools
Indian Culture & Heritage Education	Inter-University Yoga Studies Centre	Delhi School of Culture & Heritage Education	Faculty of Arts
	Translation of World Classics		
	Diaspora Studies		
	Computational & Sanskrit Linguistics		
	Vedic Studies		
Performing Arts	Theatre	Delhi School of Performing Arts	Faculty of Music
	Dance		
	Film & Media		
Global History	Literary Cultures	Centre for Global History	Faculty of Arts
	States & Empires		
	Conflict & Violence		
	Religious Networks		
	Labour & Migration		

(Please refer to Annexure A of the main proposal for details)

B

Faculty recruitment policy and plan to meet the academic plan requirements and to achieve 1:10 faculty-students ratio

The University is in the process of making appointments of the faculty members based on an advertisement of about 800 vacancies. These appointments are expected to be completed before the next academic session. This will take our University faculty strength to 1706 for about 25,000 students. It makes our Faculty-Student ratio equal to ~1:13. Subsequent to the IoE, we expect our Faculty-Student strength to reduce much further and achieve better than expected ratio of 1:10.

C

Proposal, if any, to recruit faculty from industry, Government, Non-profit Organizations, etc. including foreign faculty.

The University envisages to attract talent from the industry and make suitable amendments to the regulations governing the faculty recruitments.

Recruit World-Class Researchers and Teachers

This is likely to have positive effect on International Faculty and students, in general quality of faculty and students and academic and employer reputation. A world-class university committed to research needs of the world-class faculty. To attract world-class faculty the University shall offer:

• Competitive salaries: While many who are committed to research and teaching are driven by motivations other than monetary, we recognize that talent is mobile and we must offer better remuneration to high quality faculty than we currently do. Public universities in China today offer facilities and salaries that are globally competitive. We are pleased to see that the MHRD envisages that incentives can be paid to outstanding faculty under the IoE scheme.

This will be very helpful in attracting world-class faculty. There are several models through which additional funds could be generated for the purpose of giving incentives. For instance, the newly recruited faculty will be encouraged to apply for research/consultancy grants where this additional 'incentive' component could be made part of the proposal.

• Flexibility: We believe that to attract high quality faculty we will need to have policies that enable faculty to spend a summer, semester or year, somewhere else, be it within the country or outside. Similarly, we will develop a program to attract high quality Indian and international faculty to spend a semester, a summer or a year or two on the University of Delhi campus, teaching and researching. Each Department and School will develop a specific program to bring flexibility and will be monitored on number of inbound and outbound faculty.

• A professional work environment: At the moment, many staff positions are lying vacant because it is restricting and also hard to hire best professionals at the current salary bands. We would like to take away as much administrative work as we can from the faculty. We envisage an overhaul of the

administrative structure to bring in well-paid professionals, while contracting many non-core services.

• High quality labs and campus infrastructure: Much of the University's academic and general infrastructure is in need of upgradation. This can be the major area of concern for talented faculty and students. The IoE grant will allow us to quickly move to fix this issue.

• The University is currently in the process of filling the vacancies that have been pending for a long time. We intend and hope to complete the process before the beginning of the next academic session. This alone will help the University of Delhi reach the required 1:10 Faculty-Student ratio and as a result jump many ranks from where we are today. We will develop a recruitment plan with emphasis on the following:

> o Seek bright young Professors from around the world for the new Schools and nucleate a core group of young Assistant Professors around them.

> o Seek established senior faculty to visit the University for limited time periods for teaching and research.

> o Young post-doctoral candidates who would like to spend a few years doing research in India.

> o Establish endowed chairs (for which funding will be sought from industry) which will carry higher salaries as also attractive research grants for exceptional faculty at all levels.

Some of the non-compensation related considerations that may help attract faculty would include grants for research, furnished laboratories & centres, teaching assistants/access to talented graduate students, opportunity to undertake consultancy (e.g., one day a week)/community work, internal & national conference funding, opportunities for high visibility in their field, technology resources, assistance with housing, relocation, etc. We will also need to look at promotion and tenure issues.

D

Student admissions policy mentioning plan to select Indian and foreign students.

Admission of Indian Students

• The University of Delhi makes transparent merit-based admission each academic year. We have in place robust legal instruments approved by AC/EC as well as the relevant regulations from Government of India which are part of the University's admission policy.

• These policies and procedures are available in public domain and displayed on the University website as "Bulletin of Information" for various UG, PG and M.Phil./Ph.D. Programmes.

• Over the last three to four years the online admissions including online entrance tests have further strengthened the University's commitment to total transparency in University admissions, which are based on merit.

- There is no manual intervention either at the time of declaring cut-offs for admission or at the time of allotment of colleges/Departments to students, therefore, the automated allocation makes the whole admission system foolproof.

- The University has traditionally admitted the best and is well known for admitting students across the nation with the highest merit.

Admission of Foreign Students

- Foreign students seeking admission will be required to apply directly to the Office of Foreign Students Advisor & Foreign Students Registry (FSR), University of Delhi, who will route their applications for their admission. Foreign students who will route their applications for their admission. Foreign students who are stationed in India and have passed their qualifying examination from Indian Board/University may also seek admission through FSR.

- Foreign nationals having qualifying degree/s from foreign Universities will be exempted from the entrance Test requirements.

- The University will aim at raising the cap of existing 5% foreign students to 30%.

- The existing fee structure of domestic fees plus $100 each for College and Foreign Student Registry for foreign students shall be rationalized. Standardized Faculty- specific fees will have to be charged from overseas students with a base admission fee of $1000 for each student plus $ 200 each for College and Foreign Student Registry. The following fee structure for foreign students will be put in place:

Faculty	Admission Fees ($)	Tuition Fees /Semester ($)	College Fees ($)	FSR Fees ($)
Arts & Social Sciences and Music	1000	300	200	500
Inter-disciplinary & Applied Sciences, Sciences, Commerce and Management	1000	450	200	500
Education	1000	350	200	500

E

Plan to provide scholarship to meritorious/needy Indian and foreign students

- The University proposes to provide scholarships/bursaries/aid to the meritorious Indian students up to 30-35% admitted students, which will be raised through sponsorships/endowments/bursaries/ bank loans, etc.

- The University will engage with foreign nations to provide funding to their students who want to take advantage of best quality education in India at the University of Delhi.

- The University through FSR will initiate an engagement programme contacting various embassies, especially those of Asian and African region, and make all efforts to popularize the University of Delhi's education brand among their student populations.

- The students from economically weaker sections will be provided financial assistance offered by various government, non-government sector, and financial institutions including banks. Additionally, competitive "Catch them young" fellowships will be started in collaboration with private industry/business houses for meritorious students

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F

A comprehensive plan to develop research laboratories with demonstrable progress towards it

(see Annexure A of the main proposal).

G

Plan for Teaching and Research Collaborations with Global Universities figuring in the most reputed global rankings

(see Annexure A of the main proposal).

H

Networking plan outlining the teaching and research collaborations and partnerships

(see Annexure A of the main proposal).

I

Infrastructure development plan. (Existing and Proposed infrastructure with financial repercussion and time line for development)

(see Annexure A of the main proposal).

J

Administrative plan for getting accreditation from National and International Agencies as well as marketing and promotion

On the Path of Excellence

The strategic plan of the University of Delhi seeks to confidently galvanize academic life in India, build a committed cadre of principled and self-assured leaders enabling them to take the nation forward, offer our young citizens necessary space and world-class opportunities, provide our scholars the environment and resources to become major contributors to global thought, and be aligned with the quality of international education that is essential to ensure India's preeminent position as a major educational player in the world.

We have thought long and hard about the metrics that we must measure ourselves to on this exciting journey and reached the conclusion that we should stay with the dimensions that are used to rank universities globally. Most of these dimensions are specifically identified in the IoE proforma and the well formulated guidelines of the MHRD for which we compliment the Ministry.

We have, as an example, looked at the DU's QS ranking scores for 2017-18 and have proposed targets for DU scores at the end of 5 years, 10 years and 15 years. These will need to be refined in consultation with the University stakeholders, but the direction of travel seems clear to us as we aim at being among the top 100 universities in 15 years' time.

This section details what we will do differently to achieve eminence along the key dimensions identified in the proforma and used by QS and Times in ranking universities. At the end of the section, we will describe specific goals on criteria used by the QS ranking system:

1.   **Focus on Multidisciplinary Research relevant to Government, Industry and Society**

- The focus on interdisciplinary/multidisciplinary research shall produce positive effects on the criteria such as Academic Reputation, Employer Reputation and Attractiveness for Faculty and Students.

- We are cognizant of the fact that the big questions that face us today require a multi-disciplinary approach. The University of Delhi has in the past carried out research mainly within Departmental capabilities and domain dominated silos though has from time to time responded to the emerging needs of society and forged partnerships with various stakeholders in developing technology and offering expert consultancy services to Industry. We now intend to further break away from this approach by investing in multi-disciplinary/interdisciplinary Schools which will draw on the faculty from Departments across the University and also from outside.

2.   **Engagement with Stakeholders**

- This is also likely to result in positive effect on the Academic Reputation, Employer Reputation and Attractiveness for Faculty and Students. We are aware that we need to do lot more to engage with industry, Government and society to refine the questions we need to focus more on as well as to collaborate in a multi-way exchange of knowledge. We intend to deepen our engagement with stakeholders in multiple ways:

Industry

Efforts have been made by the University in the past towards forging University-Industry interaction. In fact, the University of Delhi has such a Cell. There are many examples of the collaboration between the University of Delhi and Industry. Some of the examples are as follows:

- o Electropreneur Park is conceived to emphasize on Development of Product and IP creation in the ESDM sector. This incubation centre has incubated 6 early stage startups, with a few more in the process of on-boarding.

- o Department of Physics (High Energy Group) with Bharat Electronics Ltd., Bangalore for fabrication of silicon detectors and with Micropack Ltd., Bangalore for fabrication of foils for detectors.

- o Department of Physics (Material Science Group) was involved in technology transfer of the prototype Surface Plasmon Resonance Measurement System with Optiregion, Delhi.

- We intend to further strengthen an Office dedicated to technology transfer, trademark licensing, sponsored research, and industry partnerships. The University will hire a technology-licensing manager for identifying and working with companies that will rapidly and effectively develop university produced technology into useful products available to the public.

- o Start-Up Opportunities: This Office will also work with entrepreneurs interested in starting up companies based on University-licensed technology

- o Industry Research Sponsorship: grants or contracts from industry which fund research at the University representing a commitment by both sides to collaborate in investigating an area of mutual scientific interest. This will provide exciting opportunities to faculty and students as also open up new sources of financing.

- University Corporate Affiliates Programmes: The University will set up a University Corporate Affiliates Programme to encourage mutually beneficial interactions between the University and its industry counterparts. Schools and Departments/Centres will be encouraged to implement programmes to invite corporations to establish close working relationships. These programmes will provide corporations with the ability to interact with distinguished faculty members through laboratory visits, sponsored research, access to departmental seminars and lectures and exclusive symposia specifically intended for corporate affiliates. In turn, faculty and students will benefit from exchange of ideas and quick feedback on ideas.

- A deeper engagement with industry will also aim at Mentorship of students, early engagement on job and internship opportunities.

Government Relations

- We intend to build and maintain a positive and on-going relationship between the University and branches of government relevant to the themes chosen in this plan.

- Conduct research on policy related issues that have societal impact and relevance. Society

The University will develop stronger linkages with the local community and civil society and create opportunities for positive engagement and contribution. Such experiences will enhance the quality of reflection, build compassion, help students develop leadership traits and be willing to participate in their and others' development. Some initiatives could be as follows:

Engagement with Senior Secondary Schools, colleges in DU and with other universities

Community service outreach through planned Volunteer Programmes with local community and civil society organizations

Recruit World-Class Researchers and Teachers

As described above in point c.

3. **Admit Motivated Students (Likely to have positive effect on Academic reputation, Employer reputation, quality of students, research output and quality)**

   • At the University of Delhi, we are very proud of the past academic achievements of our student intake. We would like to continue to maintain that. At the same time, we need to better screen for those interested in progressing the field they chose at the graduate level. We hope that the IoE designation will enable us to better screen for academic passion.

4. **Build Long-term Self-Sustainability**

(Diversify sources of finance and enable the University to seek more academic freedom)

We recognize that for its long-term self-sustainability, the University needs to diversify sources of finance. This will include both fees and grants/ endowments.

We will be looking at adjusting fees in an equitable manner to meet a higher proportion of cost, introduction of self-financing courses and appropriate fees for executive education. In particular, we will seek to charge appropriate fees for the new courses offered under the strategic plan albeit with significant (30-50%) availability of financing for meritorious/ needy students. The increasing proportion of foreign students will be charged fees commensurate with the costs (while encouraging governments and multinational corporations to support meritorious/ needy students).

The University of Delhi has a very tiny corpus. We would like to leverage the IoE to begin on the journey to build Endowments for the long-term financial sustainability of the University. We will invite alumni, corporate houses, individuals and social organizations to:

   • Contribute to the University endowment

   • Contribute for a specific project/s, e.g., setting up of a particular School/Centre or for scholarships or for a setting up of a laboratory or a seminar series in a particular discipline

   • Contributions of campus infrastructure, e.g., residential spaces or community facilities, etc.

   • Contributions towards setting up of named Chairs

   • Research Support

   • Planned giving and bequeathing wills

We will particularly approach the alumni of the University and a planned program of engagement with Alumni will be set up (please see 7 below).

6. Attract Students Globally

(Likely positive effect on Foreign Student ratio and employer reputation)

The University will strive to attract an increasing number of students from outside India and aim to reach 5%, 10% and 20% of students in 5, 10 and 15 years, respectively. Our ambition is to make the University an attractive destination for overseas students wanting to study in India, both for Non-Resident Indians as well as others from around the world interested in a high quality education. It would also become a base for overseas researchers in India and deepen research networks across a

variety of disciplines between India and research universities around the world. Initiatives in that direction will include:

- Full time students

- Semester/Year at the University (Study Abroad)

- Exchange Programme

- Credit transfer

- Post-Doctoral Fellowships

The University of Delhi will form linkages with universities abroad for the above programmes. We recognize that much needs to be done to create amenities and improve safety infrastructure around the campus and its perception to achieve this ambition. Some of this is included in the IoE proposal but more will need to be done.

7. Alumni as a Key Stakeholder

The University recognizes that the alumni are the strongest supporters of the institution and have deep interest in its welfare. The role of Alumni Affairs will be to provide life-long association with the alumni and create opportunities for learning from them while seeking their support for the University's programs and growth. The details are provided below in **point m.**

8. Make Life-long Learning Possible

Executive & Continuing Education will provide the much-needed life-long educational opportunity and up-gradation of skills that are required to manage careers and organization in today's competitive environment. For the University it will serve the following purpose:

- Opportunity to develop research, consulting, case-related initiatives
- Bring practitioners to the campus
- Contribute to generating knowledge and training inputs
- Help provide networking opportunities for participants
- Generate resources for the University

9. Technology at the Core

Technology today is all pervasive. It is particularly critical that a learning environment like the university makes available the latest in technology on campus so that faculty and students are a part of the early adopters and contributors to developments utilizing the power of New Technology.

It is further intended to hire IT professionals who support the business requirements of faculty and students as well as the central Administration Departments. They would develop broadly applicable IT standards, solutions, and guidelines while providing a consistently high level of support for the administrative, operational, and financial systems of Central Administration. The operational support requirements could be outsourced after due deliberations.

Library Technology Resources

Over time, the University would like Technology to play a key and growing role in cataloguing and managing the library system's extensive resources to preserve and enhance those resources while making them more accessible and user-friendly. We have budgeted some resources for a common technology infrastructure to begin the task of supporting the collection, storage, organization, and retrieval of digital library resources among the University's libraries. Overtime we envisage an online catalogue of the University Library collections.

Academic Computing

The University today has a wide variation in the way technology is used to enhance teaching, learning, and research. The University needs to use Information technology widely and more consistently. Accordingly, we propose to make a start with some amounts budgeted annually to:

• Host Faculty and Staff Workshops on the Use of Technology in Teaching and Learning

• Offer grants to encourage faculty to use innovation in instructional computing and distance

   learning

• Improve Technology in the classroom (data projection systems, etc.)

• Multi Media, Distance Learning

10. World-Class Campus Amenities

We are aware that to attract the best students and faculty globally, the University of Delhi must offer a wide range of amenities and services to serve the students' and Faculty's personal and academic growth and development. At the moment, the University has student residential facilities for 3522 students i.e., for 6.5% of the student strength. We intend to build student housing for 5000 more students. It is intended for these facilities to be managed by professionals by following modern managerial standards. We would also explore bank finance/ public-private- partnerships (PPP) for these facilities.

These areas could also attract public-private development of recreational, shopping and dining spaces, which will present a vibrant atmosphere for on-campus living for students and staff. At the moment we have kept these ideas out of the budget but we intend to explore these over time. For budgeting purposes, we have assumed that 70% of the financing of these facilities will be arranged through banks/ PPPs/ government funding. On operational expenses, including financing cost, the student fee structures need to be revisited from a pragmatic amenity perspective.

It is also intended to build facilities for long- and short-term faculty housing on similar lines. This may be necessary for attracting in particular foreign/visiting faculty and for temporary housing of new hires.

11. Non-Academic Professional Staff

The University of Delhi today is a massive enterprise and we feel the need to equip ourselves better to manage the day to day business of the University. This necessitates senior level non- academic professional staff who can take over the managerial and administrative burden from faculty at all levels, but particularly senior faculty such as HODs, Deans, etc. A full exercise to determine our

needs and how to resource them is envisaged in the near future. As a beginning, we are budgeting non-academic staff for the new Schools envisaged under the IoE proposal.

K

Governance plan elaborating the proposed institutional structure and how it overlaps with ownership, decision-making process and social engagement

(see Annexure I)

L

Clarify as to how Governance plan will be committed to highest global standards of transparency, accountability and efficiency

(see Section III for details)

M

Plan for involving the alumni in the management of the Institution and leveraging alumni financial resources

Alumni as a Key Stakeholder

(see point 7 on page no. 17)

N

Intended target on possible world ranking after five, eight, ten, thirteen and fifteen years.

The intended target on the possible world ranking after five, ten and fifteen years is given below in the table. The University of Delhi's ranking according to QS BRICS after 5, 10 and 15 years will be 20, 10 and 6, and according to QS World the rankings would be 250, 200 and less than 100.

Criteria	Weightage %	DU %	Score	5 years (DU)	Score	10 years (DU)	Score	15 years (DU)	Score
Academic Reputation	30	91.8	27.54	92.5	27.75	94	28.2	95	28.5
Employer Reputation	20	95.7	19.14	96	19.2	97	19.4	98	19.6
Faculty Student Ratio	20	10.8	2.16	75	15	80	16	85	17
Papers/Faculty	10	41.6	4.16	45	4.5	50	5	55	5.5
Staff with PhD	10	64.2	6.42	67	6.7	70	7	75	7.5
Citations/paper	5	51.1	2.555	55	2.75	60	3	65	3.25
International Faculty	2.5	9.6	0.24	25	0.625	40	1	50	1.25
International Students	2.5	6.1	0.1525	10	0.25	20	0.5	30	0.75
			62.3675		76.775		80.1		83.35
QS BRICS			41	20		10		6	
QS World			481-490	250		200		100	

O

A research plan indicting the research laboratories and other facilities proposed to be established. In case of humanities, social sciences and other interdisciplinary faculties, the research plan should indicate the broad area and nature of field work and research sought to be done.

An elaborate academic plan giving the overall architecture of teaching-research- outreach activities involving all the Faculties and Departments has been provided (see the related detailed Annexure A of the main proposal).

P

Sustainability plan for the period when the additional public funding ceases.

Each proposed activity in the IoE proposal by each Faculty/Department has outlined the sustainability plan as to how they are going to generate additional resources to keep the programmes running (see the related details in Annexure A of the main proposal).

Q

Plan for affiliating any other HEI, if act permits (please refer guidelines 6.4.3(e)(i)

N.A.

V. Land Details

S.No.	Land Details	Location	Area
a.	Land owned/on lease and details thereof (in acres)	Plot No.3, Sector-22, Dwarka, Delhi	1.97 Acres
		Roshanpura Village, Najafgarh, Delhi	16.79 Acres
		Suraj Mal Vihar, Near Karkardooma, Delhi	15.25 Acres
		Village Shahbad Daulatpur, Rohini, Delhi	46.415 Acres
b.	Land available at Main Campus	North Campus	198.67 Acres
c.	Land available at Off campuses/constituent institutions:	South Campus	64.65 Acres
		Dhaka Complex-I	50.31 Acres
		Dhaka Complex-II	12.76 Acres
d.	Area of land proposed to be acquired or to be taken on lease:	Nil	Nil
e.	Total Area (in acres)		407.155 Acres

VI. Proposed five years implementation plan (for each five year)

A

Mention the detailed and tangible action plan, milestones, and timelines by which it seeks to achieve each of the parameters laid down in Guideline 4.1 & 4.2, mentioning milestones to be achieved in first five years and over 15 years.

(see Annexure A of the main proposal).

B

Timeline to achieve the expectations for each of the parameters as proposed in the fifteen-year strategic plan (see Annexure A of the main proposal).

VII. FINANCIAL PLAN

(for details see Annexure II).

xxxiv. The Institutions of Eminence shall be reviewed after their notification as such by the Ministry of Human Resource Development by the Empowered Expert Committee for adherence to their implementation plans, keeping in view their fifteen-year strategic plans. The monitoring and review shall continue till the Institution gets into top hundred in a world ranking of repute for two consecutive years or till fifteen years, whichever is earlier.

xxxv. However, the Institution shall inform the Empowered Expert Committee every year on the progress made in realizing the goals laid out in the implementation and strategic plans in a manner so prescribed by the Committee.

xxxvi. The Empowered Experts Committee may also evolve such other monitoring and review systems with shorter periodicity especially in the initial years, with the objective of guiding and supervising the growth of the Institution.

xxxvii. Apart from this, the Empowered Expert Committee may require the Institutions of Eminence to annually self-report and publicly display certain information relating to compliance with their implementation and strategic plans.

xxxviii. The IoE shall have a Financial Oversight Committee.

xxxix. The annual review exercise should be completed by June each year.

xl. The Empowered Expert Committee may suggest remedial action to address deficiencies, if any. The Institution shall take steps to address them within a reasonable time period.

xli. If the SECOND PARTY is unable to meet the provisions under this MoU read with UGC (Declaration of Government Educational, Institutions as Institutions of Eminence) Guidelines, 2017 by the end of fifth and subsequent years, and there are grave enough deviations, as determined by the EEC, from the implementation plan, the EEC, in such case shall recommend to the Ministry of Human Resource Development for taking action as under the provisions of aforesaid guidelines.

xlii. In case there is any difficulty encountered in the course of implementation of any of the provisions, the Central Government, with intention to remove the difficulty, may give suitable clarifications, not amounting to change in the guidelines itself.

Save as otherwise expressly provided in this MoU, any issues arising out of the Institutions of Eminence, the jurisdiction for all the cases shall be Delhi only.

First Party	**Second Party**
Signatory on behalf of MHRD Place: Date:	Registrar University of Delhi Place: Date:

UNIVERSITY OF DELHI

INSTITUTION OF EMINENCE

GOVERNANCE STRUCTURE

The governance structure, powers and functions of the statutory authorities such as those of the Visitor, Chancellor, Pro-Chancellor and Vice Chancellor and the University Court shall remain the same as that of the University of Delhi.

THE GOVERNING COUNCIL

The Governing Council shall discharge all the functions vested in the Academic/Executive Council of the University and shall report to the Vice Chancellor*.

CONSTITUTION OF THE GOVERNING COUNCIL

1.	Vice Chancellor	Chair
2.	Director General, IoE	Convenor
3.	Pro Vice Chancellor	Member
4.	Visitor's nominee who is an eminent person from among the following:	Member
	- Former Diplomat/ Former or Present Member of the Niti Aayog/Former or Present Member of the Scientific Advisory Committee to the Cabinet	
5.	Deputy Director General, IoE	Member
6.	One Dean from the Executive Council**	Member
7.	One Professor who is a member of the Executive Council	Member
8.	Two Directors/Honorary Directors of the Schools of IoE	Member(s)
9.	Two Eminent Persons	Member(s)
10.	Two Eminent Alumni of DU	Member
11.	Joint Secretary, Higher Education, MHRD	Member
12.	Treasurer, DU	Member
13.	Finance Officer, DU	Member
14.	Registrar, DU	Member Secretary

Explanatory note: Shall mean the Executive Council
*** By rotation for a period of two years*

FINANCIAL PLAN

	Summary of head-wise fund requirement from the MHRD and contribution from the University of Delhi*													
Recurring Expenditure ((INR Crore)														
	Item Description	**2019-20**		**2020-21**		**2021-22**		**2022-23**		**2023-24**		**2024-25**		**Total**
		MHRD	**DU**	**MHRD**	**DU****	**MHRD**	**DU****	**MHRD**	**DU****	**MHRD**	**DU****	**MHRD**	**DU****	
1	Administration	2	0	9	0	20	0	15	0	5	20	8	5	84
2	Academic	1	0	6	0	15	0	11	10	15	10.5	7	5	80.5
3	Research	1	0	9	0	20	0	24	15	25	20	12	10	136
	Sub-Total (1-3)	**4**	**0**	**24**	**0**	**55**	**0**	**50**	**25**	**45**	**50.5**	**27**	**20**	300.5
Non-Recurring Expenditure														
Capital Expenditure														
4	Buildings/Infrastructure, Library/Labs/ Upgradation (Major Works)	25	0	80	0	125	15	155	0	140	20	10	5	575
5	Endowment	4	0	11	13.35	0	50	25	25	25	25	0	5	**183.35**
6	Equipment/IT Infrastructure	6.5	0	15	0	15	1	30	11.75	50	35	40	20	224.25
7	Furniture, etc.	3.5	0	5	0	5	0.75	15	5	10	3	0	3.4	50.65
8	**Sub-Total (4-6)**	**39**	**0**	**111**	**13.35**	**145**	**66.75**	**225**	**41.75**	**225**	**83**	**50**	**33.4**	**1033.3**
9	**Grand Total**	**43**	**0**	**135**	**13.35**	**200**	**66.75**	**275**	**66.75**	**270**	**133.5**	**77**	**53.4**	**1333.75**

*Reallocation as per emerging requirements may be allowed subject to following due procedures.
** Shortfall, if any, in contribution of University of Delhi in a particular year will be carried forward to the next year.

Recurring Expenditure*														
Administration		0	0											
	Item Description	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		Total
		MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	
1	Endowment fund	4	0	11	13.35	0	50	25	25	25	25	0	5	**183.35**
2	honorarium/Salaries (non-teaching staff)	0.2	0	1	0	4.8	0	6	0	5	3	5	2	**27**
3	Contigengy (Electricity, water, AMC/CMC etc.)/Consumables	0.3	0	0.75	0	1.2	0	2	0	0	2	0	1	**7.25**
4	Other Administrative Cost	1.35		6.5	0	12	0	4	0	0	10	1	2	**36.85**
5	Marketing cost	0.15	0	0.75	0	2	0	3	0	0	5	2	0	**12.9**
	Sub-Total	6	0	20	13.35	20	50	40	25	30	45	8	10	267.35
Academic														
6	honorarium/Salaries & Benefits for teaching staff	0.5	0	5	0	12.5	0	9	8	12.25	10.5	6	5	**68.75**
7	Travel & per Diem (including international)	0.1	0	0.5	0	1	0	2	0	1.25	0	0.5	0	**5.35**
8	Scholarships	0.4	0	0.5	0	1.5	0	0	2	1.5	0	0.5	0	**6.4**
	Sub-Total	1	0	6	0	15	0	11	10	15	10.5	7	5	80.5
Research														
9	honorarium/Salaries & Benefits for research scholars including post-docs	0.5	0	7.5	0	18	0	15	15	21	15	12	9	**113**
10	Travel & per Diem (including international)	0.1	0	0.5	0	1	0	2	0	0	2	0	0.5	**6.1**
11	Scholarships	0.4	0	1	0	1	0	7	0	4	3	0	0.5	**16.9**
	Sub-Total	1	0	9	0	20	0	24	15	25	20	12	10	136
	Grand Total	8	0	35	13.35	55	50	75	50	70	75.5	27	25	483.85

Institute of Eminence - Details of Financial Requirements*													
Capital Expenditure													
Non-Recurring: Building, Library, Lab upgradation etc.													
	Item Description	2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		Total
		MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	MHRD	DU	
1	Schools/Institutions/Lab/Library	19	0	38	0	15	15	60	0	0	20	0	0	167
2	Hostel/transit Accomodation	6	0	25	0	80	0	30	0	60	0	10	0	211
3	Health care/wellness facilities	0		10	0	20	0	25	0	32	0	0	5	92
4	Faculty/Transit Accomodation	0	0	7	0	0	0	0	0	8	0	0	0	15
5	Recreational Facilities	0		0	0	10	0	40	0	40	0	0	0	90
	Sub-Total	**25**	**0**	**80**	**0**	**125**	**15**	**155**	**0**	**140**	**20**	**10**	**5**	**575**
Non-Recurring: Equipment, IT-infrastructure etc.													
7	ERP Software/ IT outsourcing	4	0	5	0	5	0	0	5.25	0	5.25	0	5.25	29.75
8	Research Equipment	0		6	0	8	0	28	4	50	25.25	40	10	171.25
9	Campus License for Journals	1	0	1	0	0	1	0	1.5	0	1.5	0	1.75	7.75
10	IT & Networking Infrastructure	0	0	1	0	0	0.75	0	1	0	1	0	1	4.75
11	Campus wide License for Academic software	1.5		2	0	2	0	2	0	0	2	0	2	11.5
	Sub-Total	**6.5**	**0**	**15**	**0**	**15**	**1.75**	**30**	**11.75**	**50**	**35**	**40**	**20**	**225**
Non-Recurring: Furniture													
12	Furniture for Hostels/Recreational facilities/Labs/Schools/Library	3.5	0	5	0	5	0	15	5	10	3	0	3.4	49.9
	Sub-Total	3.5	0	5	0	5	0	15	5	10	3	0	3.4	49.9
	Grand Total	**35**	**0**	**100**	**0**	**145**	**16.75**	**200**	**16.75**	**200**	**58**	**50**	**28.4**	**849.9**

*Reallocation as per emerging requirements may be allowed subject to following due procedures.

दिल्ली विश्वविद्यालय