



UNIVERSITY OF DELHI

STRATEGIC PLAN

An Agenda for Excellence, Equity, Innovation and Leadership

Through the Vision document, the University of Delhi plans to take its transformative agenda of teaching, research and engagement with society forward, to emerge as a World leader in education.

ILLUSTRIOUS HISTORY AND DISTINGUISHED PRESENT

The University of Delhi is a premier university of the country with a venerable legacy and international acclaim for its highest academic standards, diverse educational programmes, distinguished faculty, illustrious alumni, varied co-curricular activities and modern infrastructure. Over the many years of its existence, the University has sustained the highest global standards and best practices in higher education. Its long-term commitment to nation building and unflinching adherence to universal human values are reflected in its motto: '*Nishtha Dhriti Satyam*' (Dedication, Steadfastness and Truth).

The University was established in 1922 as a unitary, teaching and residential University by an Act of the Central Legislative Assembly. Beginning with three colleges and 750 students, it has grown as one of the largest universities in India with 16 faculties, over 80 academic departments, an equal number of colleges and over seven lakh students. The President of India is the Visitor, the Vice-President is the Chancellor and the Chief Justice of the Supreme Court of India is the Pro-Chancellor of the University. With a strong thrust on excellence in teaching, research and social outreach, the University has emerged as a role-model and trend setter for other Universities in the Country. Ranked eighth by National Institutional Ranking Framework, the University offers over 500 programmes across disciplines. Drawing students and faculty from across India and abroad, it has undoubtedly emerged as a symbol of excellence, integrity and openness of *mansa* (thought), *vaacha* (speech) and *karmana* (action).

The University is unwavering in the pursuit of its mission through multi-stakeholder consultative approach, wherein students, faculty, staff, alumni, industry and community at large play a meaningful role in its growth and evolution. It remains ever mindful of maintaining a civilized discourse and ensuring that the expressions and actions of its

constituent members abjure violence, display allegiance to the constitutional ethos and strengthen faith in the rule of law. It perceives higher education as a means of achieving peace and development for all. It remains committed to promoting the development and well-being of all those associated with it in any capacity and those who consistently make efforts to take this institution to greater heights.

A significant number of faculty members in the University have received the most distinguished awards and recognition for their excellent contribution to education and national development. These include awards at state, national and international levels. Over the years, the University has also produced distinguished alumni who have made exceptional contribution in all spectrums of human life and society including science, literature, fine arts, politics, administration, social work, military services and judiciary, among others. In the domain of politics and governance, our alumni have been Heads of State, Union Ministers, Governors, Ambassadors, Constitutional Authorities and Chief Ministers, Diplomats, eminent sports persons, artists, poets, literary giants, journalists, legal luminaries, scientists, economists, bureaucrats and defense personnel. In the sports arena, almost every sport has been represented by our alumni. The University has not only endeavored to build a strong network with its alumni, it has consistently striven to create meaningful and sustainable links with all its stakeholders.

VISION AND MISSION OF THE UNIVERSITY- Value System for the Strategic Plan

The Vision and Mission statements of the University of Delhi reflect its resolve to assiduously pursue and achieve its goals, which are aligned with the societal expectations of nurturing young talent and engendering high caliber professionals and scholars. The University remains committed to being at the forefront of providing the best tertiary education to its students and acting as a catalyst in shaping a bright and sustainable future of the nation and the world.

Vision Statement

“Be an internationally acclaimed institute, recognized for excellence in teaching, research and outreach; the University provides highest quality education to students, nurture their talent, promote intellectual growth and shape their personal development; remain dedicated and steadfast in the pursuit of truth aligned with the motto of the University of Delhi “NishthaDhriti Satyam” and serve humanity through the creation of well-rounded, multi-skilled and socially responsible global citizens.

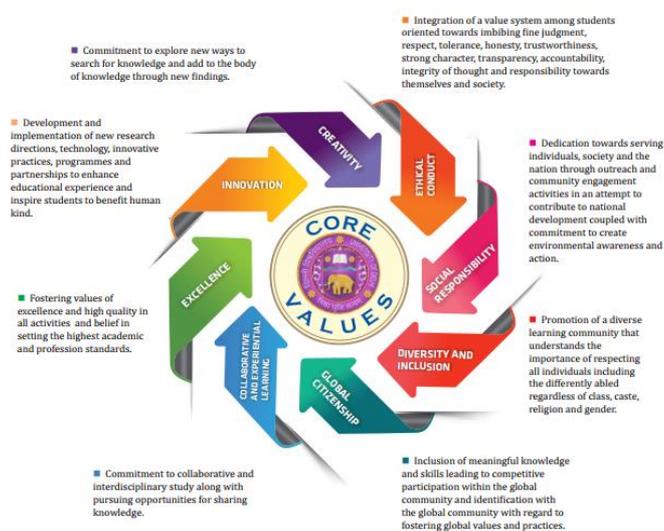
Mission Statement

To Provide best quality education to students regardless of their socio-economic background, nurture their talent, promote their intellectual growth and shape their personal development. Known for the highest academic standards, the University of Delhi offers a congenial academic environment to 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 and Gradualte Attributes of the University as the Guiding Force for the Strategic Plan

The University of Delhi is guided by a set of Core Values, which enable it to achieve its vision and Mission. The Core Values of the University are:

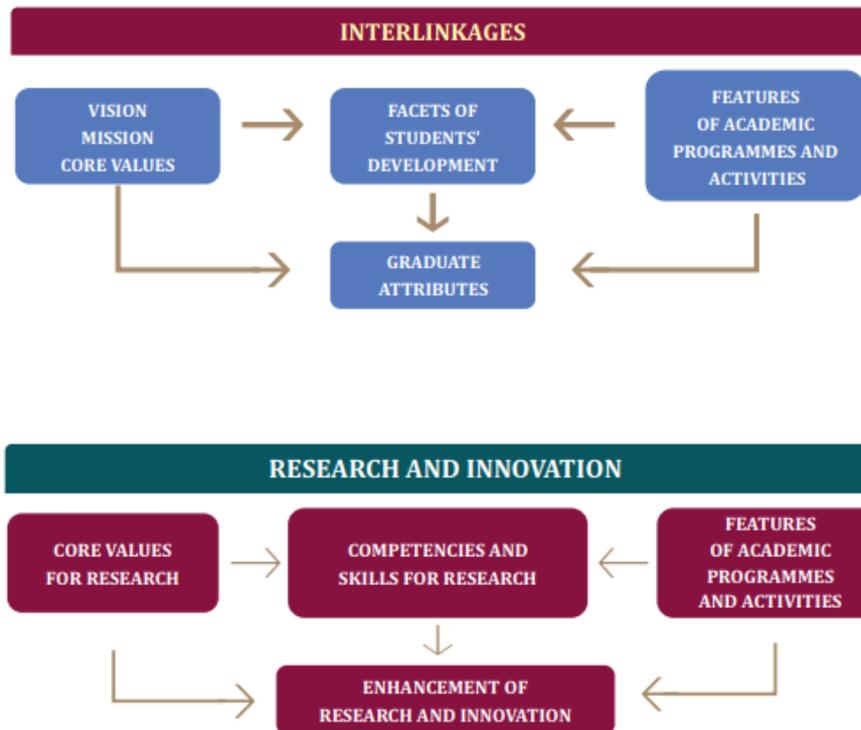
- **Excellence**, in teaching, learning, research and service;
- **Innovation**, through new research directions, programs and partnerships;
- **Creativity**, in exploring new ways to add to the body of knowledge through new findings;
- **Collaborative and Experiential Learning**, by sharing knowledge across traditional boundaries;
- **Entrepreneurship**, through emphasis on collaborative and interdisciplinary study;
- **Ethical Conduct**, by instilling a value system in students;
- **Social Responsibility**, dedicated to serving individuals, society and nation through outreach and community engagement;
- **Diversity and Inclusion**, by respecting all individuals regardless of class, caste, religion, ability and gender; and
- **Global Citizenship**, by inculcating meaningful knowledge, skills and Global values leading to identification with the world community.



The Graduate Attributes of the University are a set of competencies, skills and abilities that the students acquire through the educational programmes of the University. These are classified under the domains of Intellectual Development, Personal Development, Professional and Ethical Development and Social Development.



Inter-linkages of components and their impact on Learning, Research and Innovation: Basis of the Strategic Plan



Strengths, Weaknesses, Opportunities and Challenges of the University

Strengths

- World class faculty with global linkages
- Top of the line and largest student intake
- Research collaborations with leading international experts and institutions
- Interdisciplinary frontline research areas
- Vast resources spread across city and conducive campus characteristics
- Wide spectrum of academic disciplines unmatched in Indian Universities

Weaknesses

- Asymmetry in infrastructure vis-s-vis scale
- Low financial resources per student
- Complicated procedures and policies
- Outdated fee structure

Opportunities

- Largest academic platform
- Optimal faculty-student ratio
- Domain specific consultancy competencies
- Innovation and entrepreneurship development opportunities
- Technology transfer potential
- ICT systems and frameworks availability

Challenges

- Emerging private education sector and the scale of its resource base as a competing domain
- Rapidly evolving student and community aspirations
- Infrastructure constraints

Core Strategies of the Plan

At the cusp of turning hundred, the University's resolve to remain at the forefront of teaching- learning is deeper and stronger. An agenda for excellence aimed at equity and innovation with inclusion define its core character. The basic tenets of the University's impetus to institutional excellence are captured in the attributes- *Excel, Innovate, Empower, Inspire, Explore, Sustain, Engage and Transform*.

The Strategic Plan of the University seeks to galvanize academic life and build a committed cadre of principled and self-assured leaders, capable of taking the nation forward. It intends to offer our young citizens the necessary space and world-class

opportunities and provide our scholars with a conducive environment and ample resources to emerge as major contributors to global knowledge and interdisciplinary research.

The University is inclined to achieve eminence in terms of the following dimensions:

- a. Creation of Knowledge:** The University aims to work towards becoming a net generator of knowledge, an innovations.
- b. Research with Societal Relevance:** The University is committed to becoming a research-driven institution that harnesses academic potential to enhance societal wellbeing. It aims to pursue first-rate research relevant to society, nation and the world.
- c. High Quality Students Base:** The University aims to attract and retain the best Indian talent as also host quality international talent to attain the best national and international rankings.

Essentially, the Strategic Plan is deemed to ensure India's escalation to a preeminent global position.

New Priority Areas under the Strategic Plan

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

The University aims to grow beyond domain-specific research and knowledge generation. A dynamic response to emerging needs of society has created a stimulus for interdisciplinary/multidisciplinary research to produce positive impact on the Academic Reputation, Employer Reputation and Attractiveness for Faculty and Students of the University. This component has further been elaborated in the Academic Plan.

2. Engagement with Stakeholders

The University is aware of the need to intensively engage with industry, Government and society through multi-way exchange of knowledge and ideas. The University intends to deepen its engagement with stakeholders in multiple ways.

i. Engagement with Industry

Diverse efforts have been made by the University in the past towards forging University-Industry interaction. For example the setting up of an Electropreneur Park and a Technology Business Incubator to help budding entrepreneurs with resources and infrastructure to start their journey of self-sustainability. The University aims to strengthen this engagement through:

a. Expansion of Start –Up Opportunities: The University will work with entrepreneurs interested in starting up companies based on University-licensed technology.

b. Industry Research Sponsorship: The University will encourage 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.

c. University Corporate Affiliate Programmes: The University will set up a University Corporate Affiliates Programme to encourage mutually beneficial interactions between the University and its industry counterparts.

ii. Engagement with the Government

The University intends to build and maintain a positive and on-going relationship between the University and branches of government relevant to the themes of mutual interest. It plans to conduct research on policy related issues that have societal impact and relevance.

iii. Engagement with 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 willingness to participate in self- and societal development. Some initiatives could be engagement with Schools, engagement of colleges with other universities, Community service outreach through planned volunteer programmes with local community and civil society organizations.

3. Recruit World-Class Researchers and Teachers

Recruiting world-class researchers and teachers is likely to have positive effect on quality of faculty and students and academic and employer reputation. A world-class university committed to research needs world-class faculty. This will be achieved through competitive salaries, flexibility in selection procedures, a professional work environment, high quality labs and campus infrastructure.

4. Admit Motivated Students

Admitting students geared to excel is likely to have positive effect on Academic reputation, Employer reputation, quality of students, research output and quality. The University is very proud of the past academic achievements of its students. It would like to continue to maintain that. At the same time, the University needs to scout for those who are interested in progressing the field they chose at the graduate level and beyond through academic passion.

5. Build Long-term Self-Sustainability

In order to enable the University to seek more academic freedom and for its long-term self-sustainability, the University needs to diversify sources of finance. For this, the University wishes to invite alumni, corporate houses, individuals and social organisations to build endowments for financial sustainability. Additionally, it would also facilitate the adjustment of fees in an equitable manner and encourage government and multinational corporations to support meritorious/needy students.

6. Attract Students and Researchers from across the globe

The ambition of the University is to become an attractive destination for overseas students wanting to study in India. The University will also further its attempts to emerge as a base for overseas researchers in India. It intends to deepen its research networks across a variety of disciplines within the country and with research Universities around the world, For attaining this, it resolves to create a sound infrastructure and state-of-the-art amenities.

7. Alumni as 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 also seeking their support for the University's programs and growth. The University will strengthen its Alumni Association, maintain an information system, organize events for networking/professional development and raise funds.

8. Make Life Long Learning Possible

Extension & Continuing Education will provide the much needed life-long education opportunity and up-gradation of skills that are required to manage careers and organizations in today's competitive environment.

9. Technology at the Core- Digitization

Technology is all pervasive. It is particularly critical that a learning environment like that at the University makes available the latest in technology, so that faculty and students evolve as early adopters and contributors to development by utilizing the power of emerging technologies.

a. Library Technology Resources

Over time, the University would like to foster Technology in order that it play a key and role in cataloguing and managing the extensive resources of the library systems with intent to preserve and enhance them. This would make them more accessible and user-friendly.

b. Academic Computing

The University today has 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.

10. World-Class Campus Amenities

The University is aware that to attract the best students and faculty it must offer a wide range of amenities and services to serve the students' growth and foster the personal and professional development of the faculty. For this it plans to take major steps in this direction.

Wider Engagement- The Academic Plan

The realm of knowledge are ever-evolving and enlarging at a rapid space, and so are societal needs, thus, necessitating suitable recalibrations in the current pedagogy. To stay attuned and responsive to these needs, the University has envisioned certain themes as part of the Academic plan for the future through an interdisciplinary approach, which concrete plans to create a world-class infrastructure.

The University community deliberated and came up with a number of important overarching themes, which are critical to us as a University, Society, and Nation. These themes are perfect blend of modern technology and a rich ancient cultural heritage that needs to be rediscovered.

The synopsis of the academic plan and the infrastructural architecture as envisioned by the University is as follows:

Thematic Area 1: Public Health: Science Technology and Policy

Sub Themes: Biomedical Sciences & Functional Genomics, Pollution, Toxicology & Health, Quantitative and System Biology, Community Health, Economics, Interventions & Engagement, Nano Medicine and Medical Biotechnology.

The aim of this theme is to inspire students and to encourage them to pursue a career in integrated health sciences programme. The expectation is to create a well-qualified and adequately trained human resource that is dedicated to understanding, researching and developing technologies for public health using basic and translational research. The University, through its Departments and Centres would seek to orient research and teaching programmes towards development of novel technologies and strategies that are aligned with the national policy of 'Health for all'.

Thematic Area 2: Climate, Global Change & Sustainability

Sub Themes: Critical Zone Studies, Climate & Agriculture Sustainability, Climate Change, Food & Nutritional Security & Sustainability, Resilient Lives & Livelihoods.

The realization that climate change related risks from increasing incidence of natural disasters is a grim reminder that this issue needs serious focus, both at the government and community levels. There is need for concrete action to be taken in the realms of sustainable and clean energy generation, transport, sustainable agriculture and sustainable urban ecosystems. In order to achieve these set of goals, a cadre of qualified professionals and practitioners need to be built. Focus on this thematic area shall lead to initiating teaching, research and extension programmes to generate the much needed discussion, debate, and dialogue among diverse stakeholders on all aspects of climate change and develop solutions to reduce the vulnerability of the impacted communities to its adverse impacts.

Thematic Area 3: Governance and Public Policy

Sub Theme: Informality in Indian Economy, Law and Economics in India, Educational Governance and Policy, International Governance, Cyber Security & Law.

This thematic area intends to enrich students and researchers with practical understanding, research competencies and skills of governance and policy formulations in a rapidly developing world. Programmes to be evolved under this thematic area aim to provide high quality post graduate training to young academics and professionals who wish to pursue a career in public service, including government agencies, international organizations and the non-profit sector. There would be due emphasis on developing an interface between academia and policy making by drawing upon working professionals in the governmental and non-governmental sectors including industry for short term teaching and research engagements.

Thematic Area 4: Transnational Affairs

Sub Theme: Arms Control, Dialogue among Civilizations, Cyber Security, International Organized Crime, International Terrorism, Migration, Transnational Environmental Challenges, Transnational Justice.

Programmes within this thematic area shall facilitate the coming together of students and scholars from the global south into a dialogue on transnational issues, as well as to increase opportunities for national and global engagement and networking. It will also encourage virtual platforms for cutting edge debates on transnational issues; promote inter-disciplinary research on relevant issues; and evolve new and novel pedagogical tools for learning and training in transnational affairs, besides organizing documentation of resource materials on issues of transnational significance.

Thematic Area 5: Journalism, Communications, Informatics & Computing & Data Analytics

Sub Theme: Journalism and Cloud Computing infrastructure

This incorporates the new initiative of the University of Delhi to start an integrated five year programme on Journalism, as also research and teaching programmes on informatics and communication; data analytics and cloud computing. While the component on journalism shall be aimed at generating inter disciplinary modules, innovative pedagogical techniques and critical insights in journalism, the paradigm of cloud computing shall offer excellent potential and scope for public institutions and governmental bodies to address issues of budget constraints and agility of service. The integration of Cloud Computing and Internet of Things will potentially enable more efficient public services, new business opportunities and ubiquitous healthcare applications.

Thematic Area 6: Skill Enhancement, Incubation & Entrepreneurship Development.

Sub Theme: Sciences (Biological Chemical and Physical, Mathematical and Informatics), Humanities, Social Sciences, Commerce and Economics, Finance and Management

This thematic area is primarily oriented towards enhancing skills of students in structured manner through training, and to incubate ideas and leads to convert them into process, products and technologies, together with developing entrepreneurial spirit by imparting training about starting, sustaining and expanding businesses. The Government of India has launched several programmes pertaining to skill development, entrepreneurship and supporting start-ups. Being a premier educational institution of the country, it is only apt that the University of Delhi should establish more programmes to cater to this idea of capacity building and nation building.

Theme 7: Indian Culture & Heritage Education

Sub Theme: Inter- University Yoga Studies Centre, Translation of World Classics, Diaspora Studies, Computational & Sanskrit Linguistics, Vedic Studies

The two major initiatives that the University is proposing under this thematic area relate to the establishment of the Inter-University Centre for Yoga Studies and the Centre for the Study of Endangered Languages. It envisages the expansion of collaborations through ICT and tools and technologies to expand the scope of languages as also development of communications focused language-learning courses. Sanskrit based computational programmes with Computer Science; Vedic Studies; Diaspora Studies

and Indology and Cultural Heritage shall form the other core components of this domain.

Theme 8: Performing Arts

Sub Theme: Theatre, Dance, Film and Media

This thematic area is aimed at facilitating new streams in performing arts and focus on intra- and inter-disciplinary teaching to enable students to expand their scope and horizons of education. It also intends to facilitate social outreach by organizing open concerts, workshops and cultural programmes for the general public. The implementation of programmes envisaged under this domain shall enable the University to evolve as a unique institution of excellence in performing arts, both in India and abroad.

Theme 9: Global History

Sub Theme: Literary Cultures, States & Empires, Conflict & Violence, Religious Networks, Labour & Migration.

The adoption of this thematic area shall provide the much needed institutional focus for historical enquiries into a wide range of themes extending from ancient to contemporary times. Cutting through boundaries- real, imagined or invented, the aim will be to explore the connections and comparisons between the historical experiences of people living in different parts of the world within a diachronic framework using multi-disciplinary perspectives. Teaching and research in this domain shall seek to transcend spatial, chronological, conceptual and disciplinary boundaries.

Conclusion

The new and emerging thematic areas incorporated in the Strategic Plan of the University are intended at imparting high quality teaching and research knowledge, and empowering students and scholars to learn differently through an interdisciplinary approach and practice the acquired knowledge to build a New India. This approach is also aimed at providing a vibrant academic platform and improving the University's global ranking in the near future. The plan emphasizes on furthering the status of the University as an institution of international distinction cutting across domain specificities to respond to the emerging needs and challenges of an ever-evolving society.