INSTITUTIONAL DEVELOPMENT PLAN

2024

UNIVERSITY OF DELHI

CONTENTS

Preface

The University of Delhi, established by an Act of the Central Legislature in 1922, has consistently strived for excellence, navigating both the pre and post-independence eras with impeccable grace, utmost dignity, and unwavering academic integrity.

To equip students with academic competencies for their growth and meaningful contribution to society, the University has always accorded the highest priority to quality teaching and innovative research, while steadfastly upholding the values and ethics of education. Grounded in the mission and values of the University, the Institutional Development Plan (IDP) outlines a clear pathway for enhancing academic excellence, research capabilities, governance, and infrastructure, while fostering an inclusive and dynamic educational environment. It has emphasized the importance of extracurricular activities and social outreach programs, enriching the development of well-rounded individuals.

The University endeavours to lead in enabling our nation - that is Bharat - in reaping its demographic advantage and therefore contribute to the *Sankalp* of *Viksit Bharat*@2047 by aligning its vision with this much revered clarion call by the Hon'ble Prime Minister through empowering the youth of our country for this mission.

Aligning with the millennial priorities outlined in the National Education Policy 2020, the University, through this strategic blueprint, seeks to drive holistic growth, cultivate innovative approaches, and implement transformative plans in a phased manner, categorized into short, mid, and long-term objectives across key operational areas. By addressing critical *Enablers*, the IDP establishes a solid foundation for sustainable progress and resilience in an ever-evolving academic landscape. This visionary plan positions the University to enhance its leadership role in both society and the global educational arena.

The University firmly believes that its IDP will serve as a beacon for the University community, encouraging reflection on contemporary realities both in national and global higher education spheres. By doing so, it aims to carve out a distinctive niche, allowing the University to shine even brighter on the global stage. Conceived as a dynamic and evolving document, the IDP will undergo continuous monitoring and updates to align with the University's operational needs and administrative priorities. Developed in a perspective plan format, the IDP will enable the University to consistently strive for new heights and provide a defined roadmap for future progress.

Message from the Hon'ble Vice Chancellor

The University of Delhi is proud of its rich historical legacy, spanning over a century where teaching-learning, research and social outreach have always been accorded highest priority. The fact that the University has been conferred with the status of Institution of Eminence by the Government of India is an attestation of its rigour in knowledge production and dissemination.

It gives me immense pleasure to introduce the Institutional Development Plan (IDP) which stands testament to the fact the University of Delhi is aware of its role and responsibilities in fulfilling the true spirit of our revered motto - *Nishtha Dhriti Satyam.*

I am confident that this IDP will serve as a benchmark for the University in all spheres of its activities including academic and administrative pursuits. Each initiative in the IDP has been synchronised with the University's Strategic Plan (2024- 2047) and concurs with our national priorities geared towards Viksit Bharat @ 2047.

I feel that, with the implementation of this progressive IDP, the University will further enhance its national and international standing while focusing on contemporary priorities of our country and its future prospects in a global context.

I take this opportunity to congratulate everyone who has constructively contributed in conceptualisation of this IDP for the University. I hope this document acts as a guiding light to inspire us in taking the University of Delhi to greater heights.

Best wishes,

Prof. Yogesh Singh

Vision

To be an internationally acclaimed University, recognised for excellence in teaching, research, and outreach; dedicated to serving humanity through the creation of knowledgeable, skilled, enterprising and socially responsible citizens.

Mission

To impart high-quality education and research experience to students to nurture their talent, promote their intellectual growth, shape their professional and personal development, thereby enabling them to achieve their full potential;

To foster an equitable, inclusive, and collaborative environment that supports the overall well-being of students, and promotes institutional growth and development;

To extend academic and research outcomes to support and create sustainable solutions for transformative development;

To instill love, devotion, and national pride, fostering loyalty and sincerity in alignment with the principle of "Rashtra Pratham" (Nation First);

To broaden international perspectives and prepare students for initiatives and leadership.

List of Abbreviations

ACC	Alumni Connect Cell
AEC	Ability Enhancement Course
AI	Artificial Intelligence
ANRF	Anusandhan National Research Foundation
API	Academic Performance Indicators
AR	Augmented Reality
ASSOCHAM	Associated Chambers of Commerce and Industry of India
BGP	भारतीय ज्ञान परम्परा (Indian Knowledge System)
BGPK	भारतीय ज्ञान परम्परा केन्द्र
BRS	Board of Research Studies
CAS	Career Advancement scheme
CCLSD	Centre for Curricular & Life Skills Development
CERT	Computer Emergency Response Team
CETA	Centre for Emerging Technologies and Applications
CFD	Centre for Faculty Development
CMDS	Centre for Multi-disciplinary Studies
CoC	Committee of Courses
CPC	Central Placement Cell
CSIR	Council of Scientific and Industrial Research
CSO	Central Statistical Office
CSR	Corporate Social Responsibility
CTO	Chief Technology Officer
DBT	Department of Biotechnology
DoPT	Department of Personnel and Training
DPI	Digital Public Infrastructure
DRC	Departmental Research Committee
DSC	Discipline Specific Core
DSE	Delhi School of Economics
DSE	Discipline Specific Elective
DST	Department of Science and Technology
DUCC	Delhi University Computer Centre
DULS	Delhi University Library System
ERP	Enterprise Resource Planning
FHEI	Foreign Higher Educational Institute
FICCI	Federation of Indian Chambers and Commerce of India
FMS	Faculty of Management Studies
GeM	Government e-Marketplace
GFR	General Financial Rules
HEI	Higher Education Institution
HPC	High-Performance Computing
ICCR	Indian Council for Cultural Relations
ICMR	Indian Council of Medical Research
IIC	Institute of Informatics and Communication
ILLL	Institute of Lifelong Learning
IPR	Intellectual Property Rights
IQAC	Internal Quality Assurance Cell
IRG	Internal Revenue Generation
IRO	Industry Relations Office
KPI	Key Performance Indicator

LAN	Local Area Network
LMS	Learning Management System
MIS	Management Information System
MOOC	Massive Open Online Course
MoU	Memorandums of Understanding
MMTTC	Malviya Mission Teachers Training Centre
MPLS	Multiprotocol Label Switching
NAAC	National Assessment and Accreditation Council
NBT	National Book Trust
NCTE	National Council for Teacher Education
NCVET	National Council for Vocational Education and Training
NEP	National Education Policy
NFTs	Non-Fungible Tokens
NGO	Non-Governmental Organisation
NKN	National Knowledge Network
NMS	Network Management System
NSQF	National Skills Qualification Framework
OBE	Open Book Exams
OTCs	Officer Training Centres
PFMS	Public Financial Management System
PIP	Principal Internship Program
R&D	Research and Development
SAML	Security Assertion Markup Language
SDGs	Sustainable Development Goals
SEC	Skill Enhancement Course
SOL	School of Open Learning
SOP	Statements of Purpose
SSO	Single Sign-On
STP	Sewage Treatment Plant
TLC	Teaching Learning Centres
ToT	Training of Trainers
TTO	Technology Transfer Office
UGC	University Grants Commission
UGCF	Under graduate Curriculum Framework
ULLAS	Understanding Lifelong Learning for All in Society
URP	Under-graduate Research Programs
USIC	University Science Instrumentation Centre
UTM	Unified Threat Management
VAC	Value Addition Course
VCIS	Vice-Chancellor Internship Scheme
VPN	Virtual Private Network
VR	Virtual Reality
WASH	Water, Sanitation, and Hygiene
XR	Extended Reality

1. Governance Enablers

Governance enablers are vital for promoting transparency, accountability, and determinative decision-making. They ensure that policies and processes are aligned with the mission of the University, fostering effective leadership and active participation from all stakeholders. By driving quality assurance and continuous improvement, these enablers create an environment that supports innovation, academic excellence, and sustainable growth. Their role is essential in maintaining compliance with regulatory standards and ensuring the long-term success of the University.

1.1. University Court, Executive Council, Academic Council, Finance Committee & Other Statutory Bodies

The University functions through a documented hierarchical structure, via Statutory Bodies – University Court, Executive Council (EC), Academic Council (AC), Finance Committee, having representation of diverse stakeholders. The University envisions the following goals:

Short-term Goals

- The University is committed to advancing complete digitisation of all administrative departments, building on the progress already initiated to streamline operations and enhance efficiency.

- The University shall strengthen different help desks with appropriate helpline numbers to enhance the administration's accessibility to the students.

- The University shall gradually shift towards paperless administration by making the existing ERP 'Samarth' portal a centralized data control office, wherein filing and paperwork related to all academic, administrative, and financial matters shall be processed.

- The Samarth Portal shall be extended to all the constituent colleges for seamless integration and interaction between the University and the colleges

- In accordance with the guidelines of the UGC and the Ministry of Education, the Institutional Development Plan (IDP) of the University is being developed. Keeping in view the dynamic nature of IDP and the need to regularly review the progress made towards achieving the targeted goals, a committee may be constituted to periodically review the IDP.

Mid-term Goals

- Utilise the intellectual expertise from organisations and prestigious institutions of national and international repute.

- Regular monitoring of the IDP initiatives through periodical reviews ensuring alignment with stakeholder needs and timely adjustments based on progress and feedback.

Long-term Goals

- As the University grows in size, the administrative processes shall be strengthened to ensure the smooth functioning of different campuses.

- The University shall assess overall impact of the IDP on institutional growth, ensuring sustained alignment with strategic goals, and meeting regulatory standards.

1.2. Quality Assurance

Short-term Goals

- The University shall augment its already established HR section to oversee the recruitment, mentoring, and training of teaching and non-teaching staff.

- The University shall establish a mechanism for training mid-ranked administrative officers, particularly in the areas of leadership, technology, digitalization, and communication.

- The trained mid-ranked officers shall be entrusted with the responsibility of training junior and entry-level officers.

- The University shall collaborate with national and international Centres of Eminence, to offer refresher and orientation training for officials and officers of the University.
- The University shall assess the admission process to determine the vacant seats across programs and the relevance of new courses to encourage more students.
- The University shall conduct an Academic and Administrative Audit, Transparency Audit, Social Audit, Green Audit, Diversity and Inclusion Audit, Accessibility Audit, and Technology Adoption Audit once in every two/three year.
- All the Departments of the University shall have a designated Committee to facilitate the IQAC of the University.
- The University shall endeavour to fill all vacancies in teaching and non-teaching posts.

Mid-term Goals

- The University shall focus on inter-disciplinary and multi-disciplinary courses along with single-discipline UG and PG courses.
- The University shall further strengthen the quality of publications compulsory for all Ph.D. programmes.
- The University shall foster inclusive decision-making processes involving campus fraternity to enhance governance aligning institutional goals with stakeholder needs.

Long-term Goals

- Devise a mechanism to strengthen the governance structure in all Academic and Administrative facets.
- Complete automation of administrative processes through constant addition of new modules for quality purposes.

1.3. Financial Sources and Management

Short-term Goals

- The University shall approach relevant bodies/ organizations/ individuals/ foundations/ entities to establish sponsored Chairs that align with the University's Act, Statutes and Ordinances.
- The University shall partner with industries for sponsored research, innovation, and consulting projects and provide students with practical experience.
- The University of Delhi Foundation shall be strengthened to leverage Corporate Social Responsibility (CSR) funds.
- The University shall have a designated Consultancy office to map and handle consultancy services rendered by its employees.
- Endowment fund of the University shall be further strengthened.

Mid-term Goals

- Cost-Effective Sustainability Measures such as Green Campus Initiative, which includes solar power, water conservation, and waste recycling projects leading to cost-saving shall be encouraged.
- The University shall design Executive education and Executive programmes for professionals to attract mid-career learners.

Long-term Goals

- The University shall devise various mechanisms to enhance enrolment of international students.

1.4. Leadership

Short-term Goals

- Leadership Development Programs for the training of Department Heads, Senior Professors, Professors, and Principals on Leadership, Management, Strategic Thinking and Conflict Resolution.

- Implement formal Mentorship and handholding programs within departments and administrative units to identify potential leaders from faculty.

- An outcome-based approach be devised to encourage branch heads to present their Annual Plan and Targets at the start of the Calendar Year.

Mid-term Goals

- Open-house or periodic meetings of the employees with University administration for addressing different concerns and inclusive decision-making/ crisis management.

- The University shall enter into MoUs with leading management institutions in India and other prestigious international institutions to offer periodic leadership training programs for senior academic and administrative personnel.

Long-term Goals

- A Leadership Training Institute may be established in collaboration with the Parliament Secretariat, Federation of Indian Chambers of Commerce and Industry (FICCI), Associated Chambers of Commerce and Industry of India (ASSOCHAM), and DoPT, Govt. of India.

1.5. IT/ Web-based Management Information System (MIS)

Short-term Goals

- There shall be a centralized portal to collect Feedback from all stakeholders (Students, Faculty, Non-Teaching Staff, Alumni, and Parents) and analyse it using appropriate software.

- The number of CCTV cameras shall be increased for safety and security in campus.

Mid-term Goals

- Smart Cards shall be issued to all University employees and students to access different services, such as Health Centres, IT Services and the Library.

Long-term Goals

- Deployment of new age security systems.

- Supplementing classroom teaching with technology assistance in virtual space.

1.6. Risk Management Analysis

Short-term Goals

- The University shall carry out comprehensive risk assessment, analysis, and management throughout the institution and its constituent colleges.

- The University shall conduct periodic workshops on cyber-security awareness.

- The University shall also conduct workshops on green awareness to mitigate environmental risks.

Mid-term Goals

- Policy formulation for risk assessment.

Long-term Goals

- The University shall reduce its environmental footprint by becoming single-use Plastic-free campus.

1.7. External Advisory Boards

Short-term Goals

- Departmental Committees shall endeavour to co-opt members/experts from organizations and institutions of national and international repute.

Mid-term Goals

- Nationally and internationally renowned academicians and representatives from regulatory bodies shall be involved in the Advisory capacity at various levels.

Long-term Goals

- An Advisory Council comprising representatives from government, education, industry and social sectors shall be established to offer diverse perspectives, enabling the University to address the evolving societal and economic challenges.

1.8. Student Feedback

Short-term Goals

- The University shall conduct workshops and sensitization programmes to educate students and faculty members on the importance of feedback and help them understand how it can lead to tangible effects.
- A systematic institutionalized mechanism for taking students' feedback periodically to ensure the satisfaction of students and improved quality.

Mid-term Goals

- A dedicated feedback analysis committee shall be established to monitor and analyse the pertinent points emerging out of the student feedback to address such issues.
- Student feedback shall be used to strengthen the teaching-learning and administrative process.

Long-term Goals

Student feedback shall be thoroughly analysed using advanced software, facilitating the University to identify the areas for further improvement prioritizing the interests and needs of the students.

2. Financial Enablers and Funding Models

Recognizing the continuous financial support from the Government of India, the University of Delhi, as a premier Institution of Eminence, is committed to its overall development through optimum utilisation of its resources. The University proposes a comprehensive framework for achieving long-term financial flow and resource management.

2.1. Financial Policies

Short-term Goals

- Formulate policies to support various academic initiatives, cutting-edge research endeavours, commensurate development of the physical infrastructure to adequately support the academic activities of the University.

- Expansion of academic activities shall require more space in the form of class rooms and similar such facilities. It shall require development of physical infrastructure where financial shall play a key role.

- Set up a dedicated Alumni Relation Office to strengthen the alumni network and motivate them to donate for students' scholarships and infrastructural development.

Mid-term Goals

- Enhance capital investment in the mid-term for supporting its ongoing infrastructure demands.

- Organize fundraising campaign in the major cities of India and abroad through alumni network to strengthen Endowment Fund.

- University shall formulate policies to promote start-ups in emerging fields of Science and Technology, aimed at attracting external funding.

Long-term Goals

- University shall focus on creating new ways of fund raising through University of Delhi Foundation to ensure resource mobilisation.

- Encourage high net worth alumni and philanthropists to create named Chairs, research fellowships and scholarship programs.

2.2. Action Plan and Budgets

Short-term Goals

- Maintenance and Audit of the assets shall be done on a regular basis. Auditing mechanism is to be aligned with budgeting.

- Stock management exercise shall be aligned with budget planning to reduce wastage and environmental impact from acquisition of new assets.

- Incorporate the social responsibility factor in the financial action plans such as resale, donation and re-use of end-of-life assets or depreciated assets.

Mid-term Goals

- To align the funding sources with the institutional goals to address the additional expenses arising from internationalization, inclusivity, research and innovation initiatives.

- Identify and dispose of redundant assets in alignment with broader concepts of sustainability, the circular economy, and the SDGs.

Long-term Goals

- Guidelines for identification of wasteful/non-fungible sources of expenses and targeted reduction in such expenses.

2.3. Harnessing Different Sources of Revenue

Short-term Goals

- Regular workshops be conducted to raise awareness of existing government funding schemes.
- Invite ideas to identify new sources of funding.
- Encourage faculty members to focus on research and academic consultancies.
- Faculty members and research scholars shall be encouraged and rewarded for actively contributing to the advancement of research activities.
- The University shall regularly publish an Information Bulletin featuring abstract or brief overviews of ongoing research projects and consultancy activities. This initiative shall enhance visibility and attract additional research grants.
- Ramping up Alumni Funds, Endowment Funds, CSR funding etc.

Mid-term Goals

- To generate external funds, the University shall focus on strengthening foreign collaborations in research activities.
- Formulate policies to develop future strategic partnerships with industries.
- Establish a dedicated office for Patents, IPR and technology licensing for faster processing and monetization of Patents.

Long-term Goals

- The research labs shall be made available for specific use of other organisations.

2.4. Close Liaison with GOI Ministries/ Agencies and others for Funding and Access to External Grants and Funding

Short-term Goals

- University shall collate a common repository for International and National funding agencies by respective departments.
- Conduct a mentoring programme to guide the proposer of the project funded by various funding agencies.
- University language experts may provide translation services to national institutes and departments for preparing their academic as well as administrative documents.
- Department-specific awareness programme shall be conducted to ensure active participation of stakeholders.
- Initiate the process of building a network with empanelled private companies and industry associations for joint and collaborative research projects.

Mid-term Goals

- Provide training to government and corporate executives by establishing Officer Training Centres (OTCs).

Long-term Goals

- Target large-scale research grant from various government ministries and other agencies for the development of infrastructure with latest cutting- edge technology.

2.5. IRG Scheme in each Department

Short-term Goals

- Formulate strategies for generation of additional funds.
- Department-specific workshops, training programs and certificate courses to be conducted.
- The department shall activate social media platforms (YouTube Channel, Applications etc.) to post good practices evaluated by the internal committee.

Mid-term Goals

- The scalability of in-house start-ups can be enhanced by establishing the University's e-commerce venture routed through Udhmodya Foundation.
- Need to promote publication and dissemination of knowledge products such as Patents and IPRs for income generation.

Long-term Goals

- Allow individual departments to generate their endowment funds through grants received from alumni, philanthropists and industry.

2.6. Financial/ Investment Committee

An Investment Committee shall be set up to look after and evaluate all the financial plans.

2.7. Staff Providing Financial Services

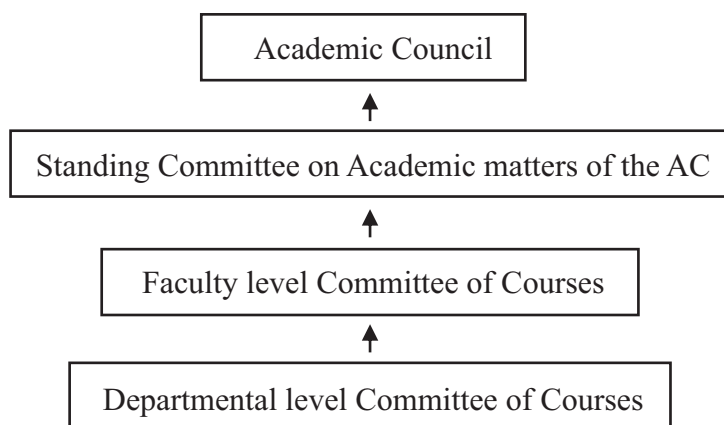The following strategies and action plans shall be adopted:

- Provision of trained administrative staff for an efficient and seamless functioning of University's financial activities.
- Develop appropriate guidelines and mechanisms (e.g., prepare a checklist tree for procurements and associated relevant details) through which faculty/ research scholars can access the research grant without any hassle.
- There must be strong coordination between the Research Council and the University's finance department.

3. Academic Enablers

Through a rigour of 100 years of academic excellence, the University has made noteworthy national and international impact in the field of teaching-learning, research and innovations. The University strives to create an enabling and conducive teaching-learning environment for holistic development of the students.

3.1. Courses Catering to Professional/Future Requirements

The University has a well-defined structure and fully functional academic bodies that play a pivotal role in overseeing the academic curriculum, ensuring that the courses offered align with educational standards and the University's institutional objectives. An indicative flow chart is provided below.

```
                    ┌─────────────────────────┐
                    │    Academic Council     │
                    └─────────────────────────┘
                               ▲
        ┌──────────────────────────────────────────────┐
        │ Standing Committee on Academic matters of the AC │
        └──────────────────────────────────────────────┘
                               ▲
           ┌──────────────────────────────────────┐
           │  Faculty level Committee of Courses   │
           └──────────────────────────────────────┘
                               ▲
          ┌────────────────────────────────────────┐
          │ Departmental level Committee of Courses │
          └────────────────────────────────────────┘
```

With the implementation of the Undergraduate Curriculum Framework (UGCF) 2022, the University aims to promote holistic development by emphasizing skill enhancement, value addition, and overall capacity building through the creation of new courses. These initiatives underscore the University's commitment in making the students as professional achievers and informed citizens through active participation in a complex world.

Short-term Goals

- The University's primary aims to extend the NEP 2020 framework to its postgraduate programs, including Ph.D. courses, by developing a comprehensive curricular framework.

- Committees responsible for creating Skill Enhancement Courses and Value Addition Courses shall identify essential courses designed to cultivate life and soft skills in collaboration with industry and societal experts.

- Departments shall develop a flowchart outlining the academic pathways for each program, along with potential employment opportunities, enabling students to make informed choices when selecting courses.

- The employability potential of these courses shall be communicated to students through workshops and seminars conducted in collaboration with industry and societal leaders.

- The effectiveness of the mentor-mentee system shall be evaluated through student satisfaction surveys and feedback.

- Leverage the expertise of Teaching Learning Centres (TLCs), Malviya Mission Teacher Training Centres (MMTTCs), Institute of Life-long Learning (ILLL) and School of Open Learning (SOL) to accelerate the design and development of courses, with a focus on meeting current academic and industry demands. Encourage these institutions to actively create new MOOCs (Massive Open Online Courses) that focus on enhancing student employability and skill development in high-demand sectors.

- Develop more courses on भारतीय ज्ञान परमपरा

Mid-term Goals

- Conduct regular reviews and evaluations of all academic programs to ensure continuous improvement and alignment with industry standards. Seek accreditation from relevant national and international bodies to enhance the credibility of programs.

- Develop and introduce interdisciplinary programs that combine multiple fields of study, enabling students to gain diverse skill sets and perspectives that are increasingly valued in the job market.

- Establish partnerships with a broader range of industries and organizations to facilitate internships, placement opportunities, and collaborative research projects, ensuring that students gain practical experience and exposure to real-world challenges.

- Implement ongoing professional development programs for faculty members, focusing on innovative teaching methodologies, curriculum development, and research initiatives that align with emerging trends and technologies.

- Develop comprehensive student support services, including career counselling, mental health resources, and academic advising, to assist students in navigating their educational journeys and achieving their career goals.

- Integrate MOOCs developed by these institutions (TLCs, MMTTCs, ILLL, and SOL) at one platform of the University and enable students to supplement their in-person learning with these. Expand the role of ILLL and SOL by offering a wider range of courses catering to working professionals and life-long learners, enabling them to upskill or reskill in new areas of expertise.

Long-term Goals

- Transform the University into a leading research and innovation hub by establishing research centres that focus on key societal challenges and fostering collaboration among faculty, students, and industry partners.

- Embed sustainability and social responsibility into the curriculum and institutional practices, encouraging students and faculty to engage in initiatives that address environmental and social issues.

- Fully integrate digital technologies into teaching, learning, and administrative processes, creating a smart campus environment that enhances the overall educational experience and operational efficiency.

- To enhance the learner centric experience in the digital era, the University shall engage professors /superannuated faculty members to develop a bank of recorded video lectures and compendiums of academic materials. The repository shall be developed using the latest technological innovations (such as AR/VR/XR) to make them more interactive and user friendly.

- Position the University's MOOCs, as and when developed, on global platforms, offering high-quality, internationally recognized online courses that attract students from across the world, enhancing the University's global reach and reputation. Foster a culture of continuous innovation in course design and content development across all institutional centres, ensuring the University remains at the forefront of educational trends and industry requirements.

3.2. Curriculum Aligned with Industry Requirements

The University of Delhi has made significant progress in aligning its curriculum with the evolving demands of industry. The University has revamped its courses to focus on skill development, value addition, and employability. Committees dedicated to Skill Enhancement Courses (SEC) and Value Addition Courses (VAC) are collaborating closely with industry professionals to design programs that emphasize essential life skills, soft skills, and relevant industry knowledge. Additionally, the

University also is working to incorporate digital learning opportunities.

NEP 2020 presents multiple opportunities to strengthen the link between academia and industry, bridging existing gaps. The curriculum integrates research, innovation, and extension activities, fostering critical and innovative thinking among students. The University is committed to using the insights gained from industry collaborations to reshape the curriculum and introduce new opportunities for students and faculty alike.

Short-term Goals

- Collaborate with industry experts to identify gaps in the current curriculum and make timely updates to address immediate market needs.

- Launch new SEC and VAC that focus on specialized industry-relevant knowledge.

- Create relevant skill course modules to provide students with the digital skills necessary for the modern workplace.

- Organize workshops, guest lectures, and seminars led by industry professionals to offer students practical insights into current market trends and expectations.

- Encourage colleges to establish Principal Internship Programs (PIP/S) similar to the Vice-Chancellor Internship Scheme (VCIS), allowing students to earn while they learn and contribute towards activities such as but not limited to admissions, office and library management, faculty-led projects and events benefiting both students and institutions.

Mid-term Goals

- Conduct a comprehensive review of all programs across departments, ensuring the curriculum remains relevant to long-term industry needs by incorporating emerging fields like AI, data analytics, and sustainability.

- Introduce interdisciplinary courses that combine technical skills with industry knowledge, allowing students to explore cross-cutting areas such as business and technology or health and data sciences.

- Strengthen partnerships with companies to provide more internships, real-world projects, and industry-based research opportunities embedded in the curriculum.

- Implement continuous professional development programs for faculty to ensure that they stay updated with industry trends and integrate this knowledge into their teaching.

Long-term Goals

- Establish centres of excellence dedicated to research and innovation in key industries, promoting collaboration between academia, industry, and government on projects that influence the future of various sectors.

- Develop and offer lifelong learning programs, including advanced certifications and diplomas, enabling alumni and professionals to return to the University to upskill and remain competitive in their fields.

- Position the University's programs for global recognition, ensuring that graduates are prepared for both local and international markets while adapting the curriculum to global industry trends.

- Implement a system of continuous curriculum revision, conducted in consultation with industry experts, to ensure that programs remain dynamic, responsive to technological advancements, and aligned with shifting market conditions.

3.3. Curriculum Embedded with Employability Skill

University of Delhi has integrated employability skills into its curriculum through a variety of initiatives aimed at enhancing the practical application of knowledge. By adopting an interdisciplinary and multidisciplinary approach, the University equips students with diverse skill

set that transcends traditional learning methods. This innovative teaching strategy, which extends beyond the classroom, directly enhances students' employability, preparing them for future challenges. Through these efforts, the University is continuously working to align its programs with the evolving demands of the job market, ensuring graduates are well-prepared for professional success.

Short-term Goals

- Expand interdisciplinary courses that merge multiple fields of study to sharpen critical thinking and adaptability, addressing immediate industry demands.
- Strengthen collaborations with industries for guest lectures, short-term projects, and workshops that offer students real-world insights into evolving job markets.
- Introduce skill-based workshops focused on practical applications in areas like data analytics, coding, entrepreneurship, and digital marketing to boost employability.
- Encourage faculty to implement innovative teaching methods such as case-based, flipped class room, project-based learning, and simulations to foster real-world problem-solving abilities.

Mid-term Goals

- Conduct a thorough review of all courses to ensure employability skills are integrated at every level, keeping all programs aligned with the latest industry trends.
- Establish formal partnerships with businesses to provide more structured internships and apprenticeships as well as hands-on industry experience.
- Create an institutional framework guiding departments to embed essential employability skills like communication, teamwork, problem-solving, and digital literacy into their curricula.
- Introduce new courses in emerging fields such as AI, machine learning, sustainability, and data science, preparing students for future technological advancements and industry shifts.

Long-term Goals

- Make employability skills a core component of all academic programs, with continuous revisions to ensure alignment with changing global and local job market demands.
- Establish a dedicated centre for fostering collaboration between industry and academia, focusing on research, skill development, and innovation that directly impacts curriculum design and student employability.
- Partner with international universities and industries to align curriculum standards globally, providing students with skills that are recognized and valued worldwide.
- Develop lifelong learning programs for alumni, enabling them to return to the University for upskilling and reskilling, ensuring that University graduates continue to meet industry demands throughout their careers.

3.4. Curriculum Embedded with Skill Enhancement Courses

The University of Delhi has actively integrated SECs into its curriculum under the UGCF 2022, in alignment with NEP 2020. These courses are designed to provide students with practical skills that enhance their employability and adaptability in a rapidly changing job market. SECs focus on hands-on training in areas like communication, data analysis, digital literacy, entrepreneurship, and other industry-relevant fields. The University collaborates with industry experts to ensure these courses address current workforce demands, equipping students with skills that extend beyond traditional academic knowledge. By combining classroom instruction with projects, internships, and workshops, students are better prepared to excel in their profession.

Short-term Goals

- Introduce new SECs in emerging fields like AI, data science, digital marketing, and entrepreneurship to address immediate industry needs.

- Build stronger partnerships with industry to keep SECs updated with the latest trends and ensure students acquire skills that are in demand.

- Provide students with short-term certification programs and workshops that complement their SECs, helping them strengthen their professional profiles.

- Promote the use of appropriate platforms within SECs to provide students with critical digital literacy and workplace skills.

- Each department shall identify specific skills required for their students and offer skill courses aligned with the National Council for Vocational Education and Training (NCVET) and the National Skills Qualification Framework (NSQF). The number of courses shall be designed to encourage a multidisciplinary approach.

Mid-term Goals

- Conduct a detailed review of all SECs to ensure they remain relevant to both local and global industry trends, striking a balance between soft and technical skills.

- Integrate mandatory internships or industry-based projects within SECs, allowing students to gain practical experience for academic credit.

- Develop SECs that combine technical skills with industry-specific knowledge, such as blending data analysis with business management or health sciences with technology.

- Offer continuous professional development programs for faculty to ensure they stay current with industry standards and can effectively teach emerging skills.

- Departments shall collaborate with industry-leading institutions to certify skill enhancement courses, allowing students to earn industry-recognized certifications alongside academic credits.

Long-term Goals

- Establish centres dedicated to enhancing employability through skill development, research, and industry collaboration, ensuring SECs evolve with emerging technologies.

- Partner with international institutions and industries to offer SECs that are globally recognized, preparing students for both local and international job markets.

- Create opportunities for alumni to engage in SECs for upskilling and reskilling, ensuring that University graduates remain competitive in their fields throughout their careers.

- Develop a system for regularly updating SECs based on industry feedback, alumni experiences, and technological advancements, ensuring courses remain relevant to the evolving workforce.

3.5. Curriculum Embedded with Emerging Technologies to be Integrated with Future of Work

University of Delhi has started embedding emerging technologies into its curriculum in response to the evolving demands of the workforce. With the implementation of the Undergraduate Curriculum Framework (UGCF) 2022, the University is actively incorporating areas like Artificial Intelligence (AI), data analytics, blockchain, cybersecurity, and digital marketing into its programs. Courses focused on these technologies are taught in the University/Colleges, which were developed in collaboration with industry experts to ensure students are equipped with skills relevant to the future of work. The University is encouraging students to study such courses that align with global industry trends. The goal is to prepare students not only for the current job market but also for future roles shaped by technological advancements.

Short-term Goals

- Introduce more courses focused on AI, blockchain, data science, machine learning, and cybersecurity to address immediate workforce needs.
- Strengthen the curriculum to ensure students acquire cutting-edge skills in emerging technologies.
- Establish partnerships with leading tech companies and start-ups to deliver guest lectures, seminars, and practical workshops focused on real-world applications of emerging technologies.
- Incorporate hands-on learning experiences like coding boot camps, hackathons, and short-term projects to provide students with practical knowledge of these technologies.
- Offer certification programs in emerging technologies to fast-track students' employability and prepare them for immediate workforce demands.
- Encourage students to apply their learning by developing applications for the institution, potentially leading to revenue-generating initiatives, intellectual property, or patents.

Mid-term Goals

- Develop interdisciplinary programs that combine emerging technologies with fields like business, healthcare, and environmental science to create well-rounded professionals capable of addressing complex, cross-industry challenges.
- Conduct periodic reviews to ensure the curriculum remains aligned with technological advancements, integrating fields like robotics, quantum computing, and sustainability.
- Implement mandatory internships or industry-led projects focused on emerging technologies, allowing students to gain practical experience and solve real-world problems.
- Establish Centre for Emerging Technologies and Applications (CETA) to focus on the application and integration of new technologies through multidisciplinary interaction. CETA shall work in collaboration with leading tech companies alongside various faculties and centres within the University.
- Invest in continuous professional development programs for faculty, ensuring that faculty remain informed on the latest technological advancements and can teach emerging technologies effectively.
- Partner with international institutions and companies for student exchange programs, joint research initiatives, and cross-border collaborations in emerging technology fields.

Long-term Goals

- Plan and design twinning programs and dual degrees with foreign universities and top national institutions in technology-related disciplines to provide students with global exposure and skills.
- Create dedicated Centres of Excellence focused on cutting-edge research and development in AI, machine learning, quantum computing, and renewable energy. These centres shall promote collaboration between academia, industry, and government.
- Implement a system of continuous curriculum updates, informed by industry feedback, new research, and technological developments, to ensure courses remain relevant to future workforce demands.
- Position the University as a global leader in tech education by aligning its programs with international standards, ensuring that graduates are recognized worldwide for their technological expertise.
- Develop lifelong learning opportunities for alumni, enabling them to return to the University for upskilling and reskilling in emerging technologies, thus staying competitive in the ever-evolving job market.

3.6. Centre for Curricular & Life Skills Development (CCLSD)

Institute of Lifelong Learning (ILLL) at the University of Delhi plays a pivotal role in fostering continuous learning, both for students and faculty, by offering a variety of programs and resources designed to enhance educational experiences. ILLL was established with the aim of providing innovative educational materials, integrating technology in education, and promoting lifelong learning opportunities in line with global educational standards. Its primary focus is on curriculum enhancement, digital content creation, and capacity building through various initiatives.

Short-term Goals

- University shall establish a Centre for Curricular & Life Skills Development (CCLSD) which would aim to enhance both curricular knowledge and life skills among students. CCLSD's core focus would be to provide students with essential life skills, including communication, leadership, critical thinking, and emotional intelligence, alongside technical and academic competencies. Each college/department shall have a dedicated Centre with prime responsibility of exploring mechanisms of inculcating required skills of the 21st century to all stakeholders. A separate post may be sanctioned for running such Centres and hired personnel shall be himself/herself equipped with the desired skill-set.

- Work with various University departments to integrate life skills training into existing courses and identify skill gaps that CCLSD can address through specialized programs.

- Start workshops and training sessions focused on critical life skills, such as communication, teamwork, and leadership, tailored to complement the existing curriculum.

- Engage professionals from industries to deliver short-term workshops on life skills such as problem-solving, adaptability, and emotional intelligence.

- Develop short-term certificate programs focused on specific life skills, allowing students to enhance their employability by acquiring credentials alongside their degree.

- Launch peer-mentoring programs and student-led activities that focus on personal growth, public speaking, and other critical life skills.

Mid-term Goals

- Collaborate with academic departments to embed life skills development directly into the curriculum across programs, ensuring all students receive training as part of their coursework.

- Strengthen partnerships with industries to create real-world projects, internships, and experiential learning opportunities where students can apply life skills in a practical setting.

- Develop interdisciplinary programs that combine life skills with academic knowledge, fostering critical thinking, adaptability, and problem-solving in various real-life contexts.

- Offer continuous training programs for faculty members to incorporate life skills teaching into their courses, ensuring a holistic approach to student development.

- Organize University-wide competitions focused on leadership, communication, and innovation to encourage the practical application of life skills.

Long-term Goals

- Position the CCLSD as a national hub for curricular and life skills development by partnering with governmental bodies, industries, and other educational institutions.

- Partner with international institutions to exchange best practices and integrate global standards in life skills development, ensuring DU students are globally competitive.

- Create a dedicated research centre within CCLSD focused on life skills education, developing new methodologies and frameworks for skill-building that can be implemented across higher education institutions.

- Implement a continuous feedback mechanism where CCLSD works with industry partners to revise and update life skills programs in alignment with evolving job market trends and societal needs.

3.7. Faculty/ Teaching Staff

The Faculty at the University of Delhi play a pivotal role in shaping students' academic and holistic development. With the implementation of the National Education Policy (NEP) 2020 and the Undergraduate Curriculum Framework (UGCF) 2022, the University emphasizes enhancing faculty skills, promoting inter and multi-disciplinary research, and fostering industry-academia collaborations. The University provides supports through Faculty Development Programs (FDPs), conferences, and research opportunities, while they contribute to curriculum design, digital content, and initiatives like Skill Enhancement Courses (SECs), Value Addition Courses (VACs), and MOOCs. As workforce and educational demands evolve, the University is prioritizing faculty upskilling to meet modern pedagogical and research standards.

Short-term Goals

- Each department shall actively engage in creating detailed lesson plans, assessment modules, and reading lists for new courses, with these plans made available on institutional websites for student access.

- Each faculty member shall organize or participate in at least one FDP in a five-year span, promoting discipline-specific expertise.

- Foster inter-institutional faculty visits under existing MoUs for collaborative curriculum development, research projects, and knowledge exchange. Institutions shall hold weekly guest lectures by faculty from allied departments to encourage a multidisciplinary educational approach.

- Organize FDPs and workshops on the integration of technologies like AI, data analytics, and digital teaching tools, enhancing classroom engagement.

- Encourage faculty to undertake training in platforms such as MOOCs to integrate them into their teaching practices, supporting NEP 2020 goals.

- Encourage faculty to adopt diverse instructional strategies such as blended learning, project-based learning, and case studies to keep pace with global educational trends.

- Provide faculty with greater incentives for engaging in research, including access to grants and opportunities for national and international collaborations.

Mid-term Goals

- Strengthen partnerships with industry to ensure faculty are well-versed in current trends and can bring real-world applications into the classroom

- Encourage faculty to take part in industry-led projects, internships, and consultancy work, helping bridge the gap between academic knowledge and professional practice.

- Establish global partnerships for faculty exchange programs, collaborative research, and participation in international conferences and seminars.

- Create Centres of Excellence in areas such as AI, sustainability, and interdisciplinary studies to provide faculty with platforms for high-impact research and industry collaboration.

- Ensure faculty have the resources and training to integrate new technologies into their teaching practices, preparing students for future industry needs.

- Implement faculty mentorship programs where senior faculty guide junior staff on research methodologies, curriculum innovation, and publication.

- Introduce incentive-based schemes for faculty who engage in activities like content creation, student projects, and start-up incubation.

Long-term Goals

- Position University as a global leader in higher education by nurturing world-class faculty expertise, encouraging international research collaborations, and promoting active participation in global academic networks

- Establish a system for lifelong learning where faculty regularly undergo advanced training, certification, and upskilling programs to stay updated on global trends and advancements in education and technology

- Foster long-term partnerships with government and private sector organizations for research funding, consultancy services, and the practical application of research findings.

- Train faculty to take on leadership roles within the University and contribute to national and international policy-making in the higher education sector.

- Create platforms for faculty to participate in the development of educational policies, curriculum reform, and planning, ensuring that University remains at the forefront of academic innovation.

3.8. Continuous Faculty Development

The University through Malviya Mission Teacher Training Centres (MMTTCs) facilitates continuous learning and development for teaching staff. These centres play a critical role in enhancing the skills, knowledge, and pedagogical techniques of faculty members. The University envisions to align with the evolving demands of education and industry. The University aims to expand its faculty development initiatives through increased engagement with industry experts and other professional networks.

Short-term Goals

- The University plans to leverage its connections with industry by involving experts from various disciplines in FDPs and workshops organized by MMTTCs. This shall allow faculty to learn industry-relevant skills, modern technologies, and emerging trends to ensure their teaching aligns with workforce demands.

- MMTTCs shall organize more frequent FDPs, with an emphasis on multidisciplinary approaches, digital literacy, and modern pedagogical tools, ensuring that faculty are equipped to teach in the evolving higher education landscape.

Mid-term Goals

- MMTTCs shall establish an advisory body composed of industry leaders, academic experts, and policymakers to ensure that the faculty development programs are aligned with current industry needs and trends. This body shall provide insights into curriculum updates, training needs, and emerging skills, helping faculty members stay relevant and prepared for the changing educational environment.

- Develop specialized FDPs tailored for different faculties and departments based on the latest developments in their respective fields, ensuring that each department receives focused training relevant to their discipline.

Long-term Goals

- The University envisions positioning itself as a leader in faculty development by collaborating with international institutions and accrediting bodies, ensuring that its faculty development programs meet global standards. The CFD shall offer global teaching certifications, encouraging faculty members to participate in international exchanges and advanced leadership training.

- Establish a system for continuous faculty learning and development, including ongoing assessment of their skills and teaching methods, to ensure that faculty members are constantly updating their knowledge and expertise in line with technological and pedagogical advancements.

3.9. Non-Teaching Staff

The non-teaching staff at the University of Delhi are vital to its functioning, playing a crucial role in administration, support services, and overall institutional operations. The University is committed to enhancing their skills and professional development to ensure the smooth operation of academic and administrative activities. This effort aligns with the evolving needs of modern educational institutions, where administrative efficiency, digital literacy, and communication skills are key. At present, the non-teaching staff at the University includes a diverse range of roles, from administrative officers to support staff, each contributing to the institution's day-to-day operations. However, with the increasing digitalization of processes and the growing complexity of educational administration, there is a recognized need to upskill non-teaching personnel in areas such as digital literacy, communication, and the implementation of new government regulations.

Short-term Goals

- The University shall conduct periodic training programs for administrative staff. These programs shall focus on updating staff with the latest government by laws, institutional regulations, and University procedures. Additionally, training shall be provided on using digital tools and platforms for efficient management of University operations.

- Organize workshops to familiarize staff with new or updated government policies, ensuring that the University's administrative practices comply with legal and regulatory changes.

Mid-term Goals

- Implement training modules that focus on enhancing soft skills, human resource management, and conflict resolution, particularly for staff who interact with students and the public, improving the overall University experience.

Long-term Goals

- Develop career progression pathways for non-teaching staff, including leadership development programs for those in middle and senior administrative roles. This shall create opportunities for professional growth and help retain talented staff within the University.

3.10. Session Wise Teaching Plan

Many faculty members already provide teaching plans at the beginning of the semester, though the depth and format of these plans can vary. While some departments require faculty members to share a detailed syllabus with citations and references, others may offer only broad outlines. A more uniform and structured approach to sharing detailed monthly plans with appropriate study materials is still evolving.

Short-term Goals

- Though there is some progress towards better planning and transparency in teaching plans, but a more standardized system is needed.

- Standardizing session wise teaching plan across all departments, ensuring consistency, and making sure study material links are easily accessible for all students

- Regular communication between departments, continuous training for faculty, and enforcing deadlines for submitting teaching plans shall likely enhance consistency.

Mid-term Goals

- Incorporating continuous feedback from students into session plan during the mid-semester shall be highly useful.

- Creating a digital system to improve the quality of study materials and session plans.

Long-term Goals

- The University shall strive towards rationalizing the sessions plans of departments across Central Universities (CUs). The University shall take the lead of streamlining the academic calendar across all central universities which is desirable for promoting the multiple exits and multiple entry scheme among CUs.

- A centralized initiative to streamline academic planning across central universities is a larger goal that requires significant coordination, and the University is in a strong position to take leadership in this regard.

3.11. Comprehensive Learning Resources for Students

Students at the University often rely on external textbooks and publications, with many recommended by faculty at the start of the semester. Some departments provide their own study material in the form of syllabus booklets, lecture notes, or reading lists. These are usually curated by the faculty and sometimes made available through the department library or online portals. Many faculty members upload lecture notes, presentations, and additional reading materials on Google Classroom or other Learning Management Systems (LMS). Additionally, platforms like Swayam and e-PG Pathshala, developed by the Ministry of Education, are utilized by some students. The University has a well-established library system with access to physical and digital resources, including journals and e-books. The Delhi University Library System (DULS) offers access to databases like JSTOR, ScienceDirect, and Oxford University Press, giving students access to academic journals and books.

Short-term Goals

- The University shall reach out to collaborate with established organisations to ensure efficient production and distribution of books for undergraduate and postgraduate courses.

- Each department shall establish a content development committee to create learning material, including question banks, lecture notes, and multidisciplinary study guides. Faculty teams within departments shall begin compiling comprehensive study materials aligned with the current curriculum.

- Improve access to digital resources and learning materials through the University's digital portals like Google Classroom or Learning Management Systems (LMS).

- Encourage faculty to regularly upload course materials, reading lists, and supplementary notes on these platforms.

- Each department shall create a repository of question papers from the last five years for each course and publish them on their website for ease of access.

Mid-term Goals

- The University shall come up with its own curriculum-based study material for national circulation and adoption, especially on new subjects. The faculty members shall create reading lists for each course (at least at the PG level), which shall be updated annually, with exceptions for necessary classics, contemporary works, or fundamental readings. Collaboration with the University Grants Commission (UGC) and other central universities can also be pursued.

- Ensure that reading lists for all courses, especially at the postgraduate level, are updated annually to include recent developments and publications. Faculty members shall work with department committees to revise and enhance the reading lists every academic year while maintaining key classical texts.

- Create a centralized digital repository of question banks, compendiums, and previous years' exam papers accessible to all students. Departments shall collaborate to digitize and upload these resources to a University-wide portal.

- Each department shall create a probable set of diverse questions every year to benefit slow learners.

Long-term Goals

- The University shall establish a peer review system for rationalizing its study material once every three years, which shall involve national and international subject experts. Each department shall identify a list of experts in their respective sub-disciplines and domains.

- Work with the UGC and other academic bodies to align curricula and study materials, ensuring that University produced books and resources can be adopted nationwide.

- Transition towards digital publishing of textbooks and study materials, offering open-access content for all students, not just those enrolled in the University.

3.12. Assignments and Assessments

Assignments and assessments at the University are governed by the process laid down by the Departmental Council (DC). Many courses require students to submit assignments throughout the semester, often in the form of written essays, project reports, or presentations. Assessments usually include mid-term exams, end-semester exams, and internal assessments such as quizzes, practical, or viva voice. Some departments also employ continuous assessment techniques, where students are evaluated based on their participation, presentations, or regular submissions. While many faculty members follow standard assessment patterns, the overall structure and implementation vary across departments.

Short-term Goals

- Standardize Assignment Guidelines across departments. Faculty members shall follow uniform guidelines for structuring assignments, clearly stating objectives, evaluation criteria, and deadlines. These guidelines shall be made available to students at the beginning of each semester.

- Create a centralized portal for assignment submissions. This portal shall allow students to submit assignments online, track deadlines, and receive feedback from faculty members in a structured manner. Departments can integrate this portal with existing LMS platforms and Google Classroom.

- Diversify assessment formats to include a mix of written assignments, presentations, group projects, and multimedia submissions. This shall help in catering to different learning styles and give students the chance to showcase a range of skills.

- Each department shall compile and provide students with sample assignments from previous years, available on the department's website or the University's LMS platform, to give students a clear idea of expectations.

Mid-term Goals

- Teaching skills shall be made part of assignments under Ph.D. course work. The research scholars shall provide support to faculty members as Teaching Assistants for tutorials and evaluation of assignments along with remedial lectures.

- Introduce a system of continuous assessment to reduce reliance on traditional exams. Each department shall develop a system where students are assessed regularly through quizzes, projects, and participation throughout the semester, which contributes to their final grade.

- Feedback Mechanism: Implement a formalized feedback system for assignments. Faculty members shall provide constructive feedback on each submission, detailing areas of improvement and achievements. Feedback shall be provided within a set timeframe (e.g., two weeks after submission).

- Establish a repository of assessments across different courses. Departments shall compile past question papers and sample assignments from a range of courses, which can serve as a reference for students when preparing for future assessments.

- Peer Review Assignments: Introduce peer-reviewed assignments where students are encouraged to review and provide feedback on each other's work under faculty supervision. This shall foster collaboration and improve critical thinking skills.

Long-term Goals

- Develop rubric-based assessment tools to ensure transparent and objective grading across assignments. Faculty members shall be trained to use these rubrics, which shall provide clear grading parameters and minimize subjectivity.
- Transition towards online assessments, using tools that allow students to take quizzes, submit assignments, and undergo online exams securely. Invest in proctoring technologies and other digital tools to ensure the integrity of the assessment process.
- Align assessments closely with the course curriculum and learning outcomes. Each department shall revise their assessment methods every three years to ensure that assignments and assessments are relevant, modern, and encourage the development of critical thinking and problem-solving skills.
- Collaborate with international institutions to develop global assessment standards for key subjects, ensuring that the assessment system at University of Delhi aligns with global best practices.

3.13. Value added skills enhancement courses

Value-added skills enhancement courses at the University are offered through certain courses and departments that aim to provide students with interdisciplinary skills beyond their core curriculum. These courses focus on soft skills, technical proficiency, and industry-specific knowledge to enhance employability and overall competency. Further, value education in the form of Value Addition Courses are also provided to nurture youths to become good citizens, rooted in the Indian culture, understand and take pride in the भारतीय ज्ञान परम्परा and be willing to perform social service. While some departments offer certification programs, workshops, or seminars on these topics, the availability and structure of such courses vary across the University. There is potential to expand these offerings and standardize their integration into the academic framework to ensure that all students can benefit from them.

Short-term Goals

- Each department shall introduce at least one skills enhancement course per year. These course(s) shall focus on industry-relevant skills, such as communication, data analysis, digital literacy, and entrepreneurship. Departments can collaborate with industry experts to design these courses, ensuring relevance and applicability.
- Collaborate with platforms like Swayam, Coursera, or edX to offer free/affordable online courses that students can take to develop additional skills.
- Establish short-term certificate programs that focus on specific skill sets such as public speaking, leadership, or advanced Excel, which are essential for workplace readiness. These programs can be offered during semester breaks or as electives.
- Offer workshops and seminars that focus on soft skills development like teamwork, time management, and critical thinking. These workshops shall be made available to students of all departments to ensure comprehensive skills enhancement.
- The University shall make efforts towards introducing Indian Traditional Skill courses so that such skills are promoted and preserved from being lost in future.
- Develop more value addition courses to strengthen value education.

Mid-term Goals

- Develop interdisciplinary value-added courses that allow students from different departments to collaborate on projects, encouraging knowledge exchange and the development of multi-

disciplinary skills. For example, courses that combine technology and humanities or management and science could be introduced.

- Introduce a system where value-added papers are reviewed annually and updated to reflect emerging trends in the job market and industry requirements. Departments shall engage with industry professionals, alumni, and subject matter experts to ensure that the courses are aligned with current needs.

- Collaborate with companies and organizations to offer skill-enhancement internships that align with value-added courses. These internships shall provide practical, hands-on experience in areas related to the skills covered in the courses.

- Organize University-wide competitions and hackathons related to innovation, entrepreneurship, and technology skills. These events can encourage students to apply what they have learned in value-added courses to real-world problems and develop their problem-solving skills.

Long-term Goals

- The University shall channelize its MoUs and collaborations with industry and societal institutions of importance for initiating skill enhancement and value-added courses which shall be taught by skill equipped faculty as well as industry/society experts.

- Make it mandatory for students to take a certain number of value-added skill enhancement courses to graduate. These courses shall cover both technical and soft skills relevant to each field of study. A structured pathway shall be created for students to progressively build these skills over their academic years.

- Collaborate with global certification bodies to provide students with internationally recognized certifications in fields such as project management, data science, and cybersecurity. This shall ensure students' skills are recognized worldwide, enhancing their employability on a global scale.

3.14. Pedagogical Teaching Methods to be Employed

The University has transformed its pedagogical methods by supplementing it with online and blended learning approaches, providing resources like lecture notes, solved problems, videos, and study materials through platforms such as Google Classroom and Microsoft Teams. Interactive sessions, including quizzes, discussions, presentations, and group activities, foster self-assessment and critical thinking skills. Faculty members and industry professionals lead workshops, debates, and seminars to enhance students' skills. Departments employ various strategies to improve learning outcomes, prioritizing technology, practical approaches, and diverse teaching methodologies. Teachers utilize ICT-enabled tools and multimedia resources to create engaging lectures, while online assessments and feedback mechanisms track student progress. With increased access to digital tools and evolving educational paradigms, the University aims to implement diverse teaching strategies that cater to different learning styles and enhance student engagement and outcomes.

Short-term Goals

- Introduce a blended learning model where online learning materials are combined with in-person instruction. Faculty shall be encouraged to create video lectures, online quizzes, and reading material for students to access through LMS platforms like Google Classroom or Moodle. These can complement face-to-face classes, allowing students to review material at their own pace.

- Promote the use of active learning techniques such as group discussions, case studies, and problem-solving activities during class sessions. Faculty shall include more in-class assignments that encourage students to apply what they've learned, rather than passively absorb information.

- The flipped classroom model be used in all the departments to enable effective use of classroom time for discussion, application, and problem-solving. To this end, the different pedagogies, including flipped classroom shall form part of the modules for teachers' training/FDP/Capacity Building.

- There shall be a periodic assessment of the teaching skills of every faculty member with the help of a peer review system to improve their skills. The mechanism for this shall be developed with the help of Central Institute of Education of the University.

- Invest in educational technology tools such as smartboards, classroom response systems, and virtual labs. These tools can enhance interactive learning, enabling real-time assessments and deeper engagement with course content.

Mid-term Goals

- The departments/colleges shall organize workshops and training programmes to upgrade the faculty pedagogical skills to disseminate the various strands of BGP with the assistance of MMTTCs once in 5 years.

- University can incorporate Problem-Based Learning (PBL) across more departments, where students learn by working on real-world problems that require them to research, collaborate, and apply concepts to find solutions. This method can enhance critical thinking, creativity, and collaborative skills.

Long-term Goals

- Implement a full-fledged Outcome-Based Education (OBE) system where each course is designed with clear learning outcomes. Faculty shall align their teaching methods and assessments to ensure that students achieve these outcomes by the end of the course. Regular review of these outcomes shall help ensure that teaching methods remain effective.

- Establish comprehensive faculty development programs to train teachers in modern pedagogical methods, including digital learning tools, problem-based learning, and flipped classrooms. Continuous professional development shall help faculty stay updated with the latest teaching strategies and technologies.

3.15. Other Activities as Part of Learning

University engages students in various extracurricular activities that complement their academic learning, including cultural events, sports, workshops, and seminars. While these activities are valuable for holistic development, they often operate independently of the formal curriculum. There is a lack of integration between academic studies and extracurricular activities, which limits opportunities for students to apply their learning in real-world contexts. Enhanced collaboration and structured involvement in other activities can significantly enrich the educational experience.

Short-term Goals

- Encourage departments to integrate co-curricular activities into their academic programs. Faculty shall plan activities such as debates, workshops, guest lectures, and field trips related to course content, allowing students to connect theoretical knowledge with practical applications.

- Incorporation of one physical activity in a student's daily routine to reduce stress and sedentary lifestyle. Also, to alleviate the risk of rising lifestyle diseases amongst youth, there shall be goal-based reward for maintaining basic lifestyle achieving milestones.

- Introduce community service projects that encourage students to apply their skills in real-world settings. Departments shall collaborate with local organizations for students to participate in volunteering activities, which can enhance their understanding of societal issues while developing a sense of social responsibility

Mid-term Goals

- Organize University wide competitions and cultural festivals that celebrate student talent in various fields, including academic competitions, art shows, and sports events. These events shall be aligned with learning objectives and provide opportunities for students to showcase their skills and creativity.

- Encourage students to engage in research projects outside of their regular coursework. Departments shall provide mentorship and support for students interested in pursuing research, enhancing their analytical skills and fostering a culture of inquiry.

- Students at Ph.D. level shall be encouraged to take up Teaching Assistantship under the guidance of the faculty members of the department and support them for remedial lectures/tutorials.

Long-term Goals

- Develop an alumni mentorship program that connects current students with alumni who can share insights from their experiences and provide guidance on career paths. Regular alumni events and talks can enhance networking opportunities and expose students to different career trajectories.

- Implement a system to regularly evaluate and gather feedback on extracurricular activities and their impact on student learning. This mechanism shall help in refining and enhancing the programs offered, ensuring they meet the needs and interests of students.

3.16. Earn while Learn Facility & Flexibility

Currently, the University offers limited opportunities for students to engage in part-time work while pursuing their studies. Some departments have informal arrangements for research assistantships or internships. Enhancing the earn while learn facility can significantly improve students' financial independence and professional experience.

Short-term Goals

- Each department shall initiate MoUs with relevant agencies for promoting paid internship programmes. The University shall also encourage the PM Internship Scheme launched under-privileged students.

- Collaborate with local businesses, organizations, and campus facilities to create a range of part-time job opportunities specifically designed for students. These jobs shall accommodate students' schedules and provide flexible hours to ensure they can balance work and study.

- Develop structured on-campus employment programs that allow students to work in various departments, such as library services, administrative support, or event management. These positions shall be designed to be flexible and adaptable to students' academic commitments.

- Enhance career services to assist students in finding suitable part-time employment. This includes workshops on resume building, interview skills, and job search strategies tailored to help students secure jobs that align with their academic goals.

Mid-term Goals

- The Principal Internship Schemes shall incorporate stipend for students engaged in such internships.

- Expand internship and cooperative education programs that provide students with real-world work experience while they study. These programs shall be developed in collaboration with industry partners to ensure relevance and effectiveness.

Long-term Goals

- Each department shall establish a corpus through collaboration with listed agencies, industries and embassies for supporting students as interns to earn stipend. It shall further incentivize the interns for having advantage in prospective placements.

- The University shall create a mechanism to provide stipend to students undertaking teaching assistantships to the economically weaker candidates. The rewards shall also be in the form of fee waivers for such candidates working as assistants.

- Implement a system for evaluating the effectiveness of the earn while learn initiatives. Feedback from students, employers, and faculty shall be gathered regularly to refine and improve the programs offered, ensuring they meet the evolving needs of students and the job market.

3.17. Flexibility and Multi-Disciplinarity

The University follows a more traditional discipline-based structure, which may limit students' ability to explore courses outside their primary fields of study. With the introduction of UGCF a multidisciplinary approach has been introduced at the undergraduate level. Similar program in line with NEP 2020 at post graduate level would enhance flexibility and multi-disciplinarity for students. Increasing flexibility in course selection and promoting a multidisciplinary approach can enhance learning and prepare students for the interconnected nature of modern challenges.

The University promotes interdisciplinary research by establishing several multidisciplinary research centres, such as Agricultural Economics Research Centre, Centre for Global Studies, Centre for Interdisciplinary Studies of Mountain and Hill Environment, Centre for Hindu Studies, Centre for Tribal Studies etc.

Short-term Goals

- Implement a more flexible course registration process that allows students to enrol in courses from other departments or faculties without excessive prerequisites. This shall encourage students to explore interests outside their primary field of study and promote a broader academic experience.

- Introduce interdisciplinary minor programs that allow students to pursue additional studies in complementary fields. For example, a major in Environmental Science could offer a minor in Policy Studies or Sustainability, enabling students to blend knowledge from different areas.

- Organize cross-departmental workshops and seminars where faculty can present research and topics that intersect various disciplines. This shall encourage students to see connections between fields and foster collaborative learning.

- Develop flexible learning pathways that guide students in selecting courses and experiences that align with their career goals and interests. Advisors shall be trained to help students navigate these pathways effectively.

Mid-term Goals

- Create formal interdisciplinary programs to address real-world issues, such as climate change or public health, drawing from the expertise of various departments.

- Encourage collaborative projects between different departments where students from diverse disciplines can work together on research or community service initiatives.

- The University shall devise a mechanism to allow student candidates to train under faculty members across other departments to gain inter-disciplinary knowledge during their Ph.D. programme.

Long-term Goals

- Establish partnerships with other universities and research institutions to create collaborative programs that allow students to take courses across disciplines. This could include joint degrees or exchange programs that enhance students' educational experiences.

- Strengthen the existing transdisciplinary research centres and develop further more research centres focused on address complex societal challenges. These centres provide opportunities for students and faculty to engage in collaborative research, facilitating innovation and knowledge-sharing.

- Implement a comprehensive evaluation system to assess the effectiveness of multidisciplinary initiatives and flexible learning options. Regular feedback from students, faculty, and industry partners shall be essential for continuous improvement and ensuring the relevance of programs offered.

3.18. International Exposure to the Students

The University offers limited opportunities for students to gain international exposure, primarily through exchange programs and study abroad initiatives. Some of the departments facilitate

partnerships with foreign institutions, but these programs are not universally accessible to all students. There is a need for a structured framework to support international collaborations, to engage students in global learning experiences. Increasing international exposure can enhance students' cultural competencies and better prepare them for the global job market.

Short-term Goals

- Enhance existing student exchange programs by establishing partnerships with a broader range of international universities. Departments shall identify institutions that offer complementary programs to facilitate student mobility and cross-cultural experiences.

- Develop short-term study abroad options, such as summer schools or winter internships, that allow students to experience international education without committing to a full semester or year. These programs shall focus on specific skills or topics relevant to students' fields.

- Introduce Twinning programmes with Foreign Higher Education Institutions (FHEI) by developing the requisite modalities for the same.

Mid-term Goals

- The University shall establish a mechanism to promote an exchange programme for selecting students to undergo training and academic tutoring from international institutions with whom the University holds MoUs.

- Promote exchange of ideas through Joint Ph.D. degree programmes in collaboration with international institutions and universities by establishing specific MoUs.

- Facilitate internships with international organizations or multinational companies, providing students with hands-on experience in diverse work environments. Departments shall work to establish connections with organizations willing to host students.

Long-term Goals

- Develop a comprehensive Global Education Strategy that outlines the University's commitment to enhancing international exposure for students. This strategy shall include clear objectives, resources, and action plans for fostering global learning experiences.

- The University shall introduce joint degree programmes in collaboration with Top 500 Universities.

- The University shall systematise the mobility of students and credit transfer through Twinning Programmes.

- Implement a systematic evaluation process for international exposure programs to assess their effectiveness and impact on student learning outcomes. Regular feedback from participants shall be crucial for continuous improvement and relevance.

3.19. Innovation and Entrepreneurship

The University of Delhi, through the establishment of the Section 8 company, Udhmodya Foundation, has made significant strides in promoting innovation, incubation, and start-ups. The foundation has successfully incubated numerous start-ups, contributing to the entrepreneurial ecosystem. An impressive amount of funds has already been released to support and incubate various ideas and ventures through a transparent and structured process.

Looking ahead, the Foundation seeks to enhance its impact and outreach through the following strategic actions:

Short-term Goals

- Expand awareness programs across the University and partner institutions to attract more students and young entrepreneurs.

- Establish mentorship opportunities by connecting start-ups with experienced industry professionals.

- Host regular pitch events and innovation challenges to encourage idea generation and early-stage development.

Mid- term Goals

- Create a dedicated seed fund and resources for start-ups transitioning from the incubation stage to market entry.
- Build strategic partnerships with industry leaders, investors, and government bodies to provide additional support to incubated start-ups.
- Implement skill development workshops, focusing on critical areas like product development, marketing, and financial management to equip entrepreneurs with the necessary tools to scale.

Long-term Goals

- Set up a robust alumni network of successful start-ups that can give back through mentoring and funding future cohorts.
- Expand the scope of incubation to a broader range of sectors, including social entrepreneurship, green technologies, and digital transformation.
- Work towards positioning Udhmodya Foundation as a national leader in innovation and entrepreneurship, fostering a culture of long-term sustainability and impact.

With this structured approach, Udhmodya Foundation aims to continuously foster innovation and contribute to the growth of a dynamic start-up ecosystem.

4. Research and Intellectual Property Enablers

The University of Delhi through its legacy of cutting-edge research and innovation has made a significant impact in addressing the challenges faced by the society at large. The University, through its Research Council, encourages researchers to engage in collaborative initiatives in diverse fields. With a multi-disciplinary approach to research, the University fosters an environment of generating ground-breaking ideas which yield valuable intellectual property.

4.1. Quality Research Programmes to be introduced

The University shall look into the development of several innovative and quality research initiatives in all programs, driven by global trends, societal needs, and advances in technology. These programs shall align with the University's goal to remain a leader in education, research, and collaboration. Here are some potential research programs the University might focus upon in the coming years:

Implementation of a Research-Based Curriculum: Implementing a research-based curriculum and increasing student intake closely aligns with the newly introduced Undergraduate Curriculum Framework (UGCF) under the National Education Policy (NEP) 2020.This framework promotes a multidisciplinary approach, equipping students for advanced academic and professional careers. To enhance the academic and research experience, the project work integral to both undergraduate and postgraduate programs need a more streamlined and effective process. There is an urgent need to develop and strengthen research facilities in colleges.

Short-term Goals

- Upgrade and expand research infrastructure at the undergraduate level, ensuring access to basic research tools, laboratories, and facilities to promote early-stage research engagement.

- With increasing global focus on climate change, student projects at both undergraduate and postgraduate levels may focus on climate resilience, sustainable agriculture, and water resource management.

- Embedding interdisciplinary projects shall empower students to translate theoretical knowledge into real-world challenges, enhancing problem-solving and critical thinking.

- Strengthen the mentorship programs where senior researchers and faculty provide guidance to students on research topic selection and methodology, fostering early-stage involvement in research activities.

Mid-term Goals

- Strengthen research infrastructure within departments by modernizing labs, acquiring advanced equipment, and providing dedicated research spaces for faculty and students to support ongoing and interdisciplinary projects.

- Research on solar, wind, and alternative energy sources, with a focus on energy-efficient technologies shall be a critical area for postgraduate and Ph.D. exploration. Incorporating live projects and case studies into courses shall give students hands-on experience in research methodologies, fostering a research mindset early on.

- Promote interdisciplinary research by strengthening collaborations between departments and external institutions, while ensuring the continuous upgrading and maintenance of infrastructure and resources to support innovation in areas addressing national and societal challenges.

- Expand the mentorship programs by formalizing structures for ongoing support, including assistance with grant writing, publication strategies, and research collaborations, ensuring a robust pipeline for student researchers.

Long-term Goals:

- Establish a comprehensive, state-of-the-art research ecosystem across all academic levels, from undergraduate to departmental, positioning the University as a hub of innovation and research excellence both nationally and internationally.

- Establish colleges and departments as a centre of excellence in research and innovation, producing high-impact scholarly work and patented technologies, while maintaining and enhancing infrastructure to support sustained academic and industrial advancements.

- Research on smart city infrastructure, waste management, and urban biodiversity shall be undertaken which shall be essential to address the challenges of India's rapid urbanization.

- Institutionalize mentorship programs across all departments, creating a sustained culture of research excellence where students receive continuous mentorship from experienced faculty, positioning them for success in securing grants and contributing to impactful research.

Undertaking quality research projects: Carrying out high-quality research projects requires a structured approach that aligns with University's existing strengths, resources, and goals. The University of Delhi has a solid research foundation across diverse disciplines. In addition to its teaching mission, its departments are actively involved in research, utilizing both internal and external resources. Moving forward, the University must develop a clear funding plan by directly investing in priority research areas.

The thrust research areas identified by the University of Delhi are aligned with the mission of the Government of India, particularly through the newly established Anusandhan National Research Foundation (ANRF). The University has outlined the following major research themes for the coming years:

- Quantum Technologies, Artificial Intelligence & Machine Learning

- Climate Change, Sustainable Practices and development

- Technologically Advanced Materials

- Bhartiya Gyan Parampara

- Language, Translation and Literary Studies

- Heritage, Culture, Music and Arts

- Entrepreneurship and Technology Incubators

- Geopolitical and Transnational Studies

- Social Justice and Community Engagement

- Global Trade and Supply Chain Management

- Informatics, Communications and Media

- Leadership and Governance

- Corporate Governance and Finance

- Contemporary Law and Justice System

- Peace and Conflict Resolution

- Research leading to Food Security vis-a-vis Agricultural Sciences

- Health and Medical Sciences

- Scientific and Technological interfaces with Humanities and Social Sciences

Short-term Goals

- Future work shall focus on emerging research areas such as Artificial Intelligence (AI), Data Science, Biotechnology, Genomics, and Nanotechnology, alongside policy research and cultural preservation. Integrating the traditional Bhartiya Gyan Parampara (BGP) into modern agricultural practices, like precision farming and smart systems, is crucial. The University may also support in these cutting-edge research areas.

- To support research, the University shall regularly update and disseminate clear research guidelines and conduct workshops on proposal writing, grant applications, and ethical compliance.

- Access to scientific instruments at the University Science Instrumentation Centre (USIC), North Campus and Central Instrumentation Facility, South Campus shall be enhanced through training sessions for researchers and students.

- Strengthening ethical and compliance frameworks, including creating an ethics office and updating the intellectual property (IP) guidelines, shall ensure adherence to international standards and protect research innovations.

- Conduct a comprehensive audit of existing research facilities, equipment, and labs to assess current capabilities, strengths, and immediate needs, establishing a baseline for future improvements

Mid-term Goals

- Future plans shall include establishing Centres of Excellence in key areas like Quantum Computing, AI-Driven Social Science, Industrial Biotechnology, Techno-Humanities Research, and Cultural Heritage Preservation to foster interdisciplinary research and attract fundings from various agencies. A Faculty of Design, including Departments of Industrial and Architectural Design, can further enhance innovation.

- Investing in research infrastructure, including new labs and advanced technology, is essential to support cutting-edge research. Analyse the audit findings to identify gaps in research infrastructure and prioritize upgrades or expansions of facilities and equipment based on current and projected research needs.

- Additionally, community-driven, mid-scale projects shall be initiated to address regional challenges and demonstrate the University's societal impact.

Long-term Goals

- The University shall implement a Longevity Research Program, focusing on extending human lifespan, improving health-span, and enhancing quality of life through interdisciplinary research in biology, medicine, technology, and social sciences. This would position the institution as a leader in longevity research with significant societal and healthcare benefits.

- Establishing the institution as a hub for advanced research in emerging fields like AI, Genomics, and Advanced Materials shall drive transformative discoveries.

- Sustaining long-term research funding is crucial, with efforts to secure national and international grants and create a dedicated fund for cutting-edge projects.

- Integrating ethical research practices and intellectual property (IP) protection shall ensure compliance with international standards and cultivate a strong culture of innovation.

- Develop a strategic plan for ongoing evaluation and enhancement of research facilities, ensuring that infrastructure remains aligned with emerging research trends and institutional goals, ultimately fostering a robust research environment.

4.2. Targeted and Collaborative Research

The University research community envisions a system prepared to take up future research and developmental challenges. The current research aphorism is 'Research for Societal Use, National

Interest & Global Significance'. The University aims to augment inter-, intra-, and trans-disciplinary centres for multi-disciplinary research by making disciplinary boundaries permeable. This necessitates a tripartite collaboration among the University, government agencies, and the private sector, aimed at revitalizing efforts to skill and equip students and researchers to keep pace with and drive technological advancement. To succeed in the mission, we need to unshackle our research resources and approach government agencies and the private sector for funding opportunities, which are important in achieving this task.

Over the past five years, several research-oriented collaborations have been established, with the potential for further expansion based on future needs as mentioned in the Figure 4.1.
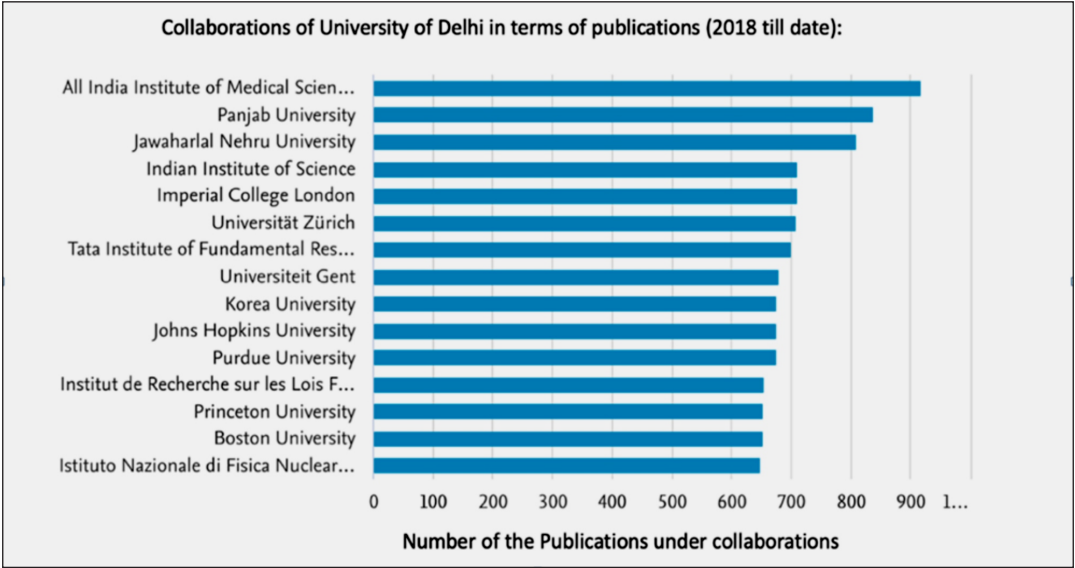
Source: Compiled using the SCOPUS database

Figure 4.1: The graph depicts collaborations in terms of Research Publications of University of Delhi with other select Research Institutes from 2018 till date.

The University of Delhi has contributed significantly towards research in various disciplines. As per Scopus data, the University has more than 71,280 articles including research documents published by various Departments of the University and its colleges. The major contribution of research documents (Source: SCOPUS) is in the following areas as shown in the Figure 4.2:
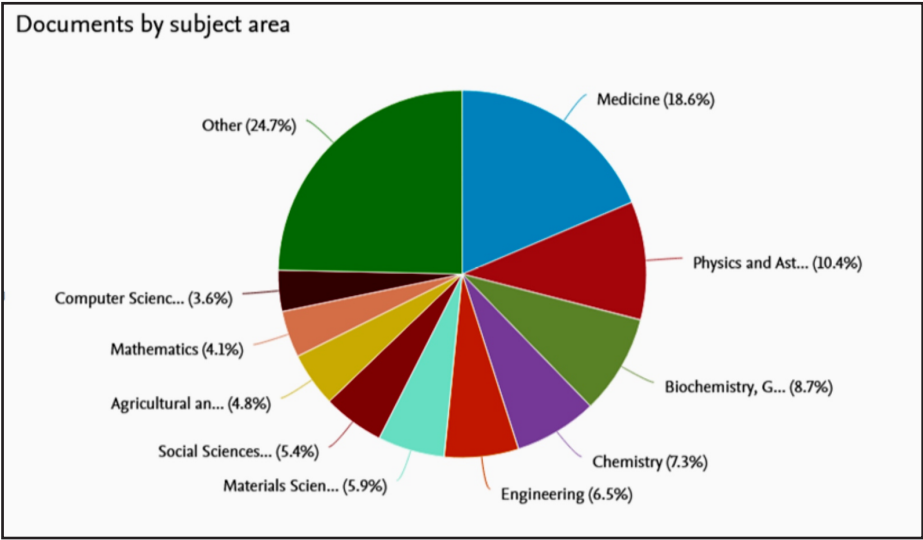
Source: Compiled using the SCOPUS database

Figure 4.2: Percentage of SCOPUS articles is in the mentioned areas

The University identifies emerging fields across various disciplines and supports its skilled faculty in conducting research, publishing papers, and filing patents. The University is also committed to advancing sustainable development goals, with pioneering work already being carried out by faculty across departments and colleges, as highlighted in Figure 4.3.
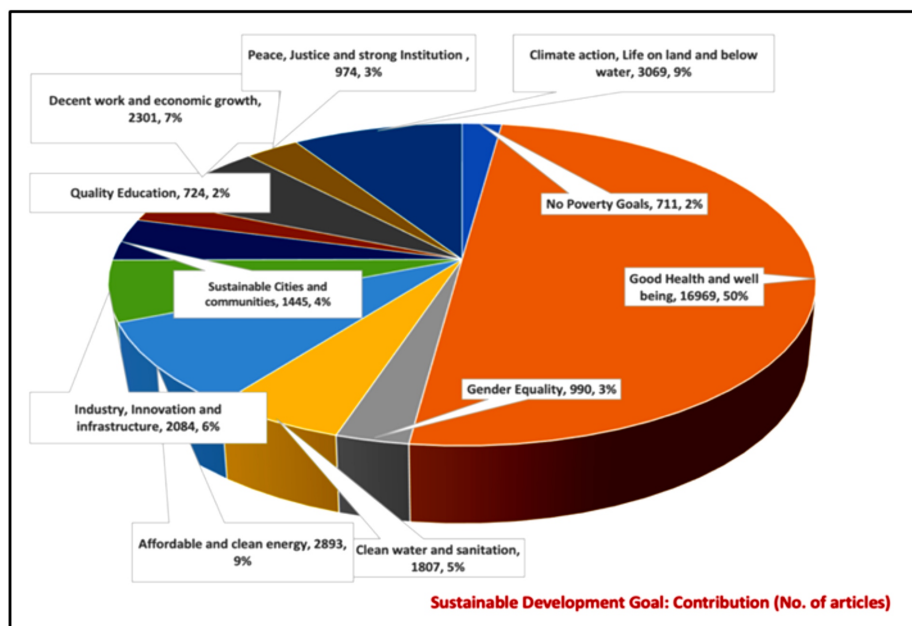
Source: Compiled using the SCOPUS database

Figure 4.3: Number and percentage of articles published in areas of sustainable goals

The University is actively engaged in identifying and supporting new fields of research across various disciplines. With a focus on interdisciplinary collaboration, it is working towards enhancing its research infrastructure, including providing necessary resources such as laboratories, equipment, and research assistants. Faculty members are encouraged to explore emerging fields, and the institution regularly analyses trends in research funding and industry needs to prioritize high-potential areas. In terms of partnerships, the University has considerable connections with industry and other research institutions for joint projects. However, there is a growing need to strengthen these collaborations further to increase both the scope and impact of research initiatives.

Short-term Goals

- Identify key areas for targeted research by analysing current trends and institutional strengths and collaborative with different departments to undertake such projects.

- Conduct workshops or brainstorming sessions with faculty to identify emerging fields in various disciplines. Analyse trends in research funding and industry needs to pinpoint high-potential areas.

- Foster partnerships with industry and other research institutions to enhance collaborative research efforts, securing joint funding for targeted projects that align with strategic goals.

Mid-term Goals

- Establish the University as a leader in targeted and collaborative research by creating a framework that promotes sustained partnerships, facilitates resource sharing, and showcases impactful research outcomes both nationally and internationally.

- Encourage interdisciplinary collaboration by forming teams that include faculty from different departments. Facilitate partnerships with industry and other research institutions for joint research projects.

Long-term Goals

- Position the University as a leader in the newly identified research fields, recognized both nationally and internationally.

- Ensure ongoing funding and resources for research initiatives through grants, partnerships, and endowments. Establish a long-term plan for the growth and evolution of the identified research fields.

4.3. Research-Oriented Experienced Faculty Members

Research-oriented faculty are essential to a university's mission of advancing knowledge and fostering innovation. The University boasts a distinguished faculty pool, many of whom have received prestigious awards and serve on key government advisory committees. Recent extensive recruitment has further strengthened the teaching and research environment across the University and its constituent units. Faculty who are inclined towards research can be nurtured and supported to become pioneers in their fields, with a focus on long-term growth and contribution.

Short-term Goals

- Implement a process to identify faculty with strong research inclinations using performance metrics like publications, grant applications, and ongoing projects. Engaging adjunct/expert faculty in research to enrich research environment.

- Establish a mentorship program pairing junior research-focused faculty with experienced researchers to enhance their skills and ideas.

- Create incentive programs to promote faculty participation in research, including funding opportunities, research leave, and reduced teaching loads for active researchers.

Mid-term Goals

- Implement targeted training programs to enhance faculty research skills in areas such as grant writing, data analysis, and project management.

- Encourage collaboration among research-oriented faculty, both within the institution and externally, to promote joint research projects and resource sharing.

- Provide leadership opportunities for faculty members with research inclinations, empowering them to play a significant role in shaping the University's research agenda.

Long-term Goals

- Foster an academic environment where research is integral to the University's identity and mission, inspiring faculty members to engage in impactful research.

- Support research-inclined faculty in becoming thought leaders in their fields, enabling them to gain global recognition through ground-breaking contributions to academia and industry.

- Build a research ecosystem that aligns research-inclined faculty contributions with the University's long-term strategic goals, influencing the trajectory of both academic and applied research on a global scale.

  Undertake Basic and Applied Research: Faculty members shall engage in both basic and applied research to enhance theoretical knowledge while providing practical solutions to real-world problems. This dual focus enables ongoing work in these critical areas.

Short-term Goals

- Launch small-scale applied research initiatives to assess feasibility and motivate faculty to address pressing societal and technological challenges.
- Foster intra- and inter-departmental collaborations to enhance diverse research perspectives and drive cross-disciplinary innovation.

Mid-term Goals

- Emphasize projects that connect basic and applied research, ensuring that theoretical findings are effectively translated into practical applications.
- Foster partnerships with national and international research institutions to leverage expertise and share resources for applied research initiatives.

Long-term Goals

- Position the University as a leader in both basic and applied research, earning recognition for pioneering work and ground-breaking discoveries.
- Leverage applied research outcomes to shape government policy and industry standards, establishing the University as a vital contributor to societal advancement.

    A self-sustaining research model is crucial for fostering continuous growth in academic research without depending solely on external funding. This involves establishing structures and initiatives that enable research activities to be self-supporting over time.

Short-term Goals

- Establish a dividend-based incentive scheme to promote a research-oriented environment for faculty engaged in research projects.
- Identify research projects with potential to generate revenue and attract external funding.
- Implement systems to track research progress and outputs, ensuring efficient resource utilization and achievement of goals.

Mid-term Goals

- Actively seek additional research funding from government and private agencies while establishing partnerships for joint research ventures.
- Create programs for research groups focused on applied sciences that address industry challenges, fostering long-term partnerships.
- Encourage faculty to file patents and create spin-offs from research outcomes to commercialize innovations, enhancing the institution's financial stability.
- Foster researcher independence by leveraging intellectual property and technology transfer revenues, creating a self-sustaining research model that reinvests into future projects.

Long-term Goals

- Utilize generated revenue to establish endowments for ongoing research funding, ensuring the University's long-term financial sustainability.
- Foster strong, lasting relationships with industries that support and benefit from the University's research outcomes.

    Career enhancement based on academic performance shall enhance individual faculty development and also strengthen the University's research culture and intellectual property (IP) framework.

Short-term Goals

The University can define robust measures to ensure performance through a gradient approach:

- Teaching
- Research outcome
- Administrative engagements and contributions.

Mid-Term Goals

- Create monetary and non-monetary rewards linked to quality research, encouraging faculty to engage more in research activities.

- Encourage collaboration among faculty, both within and outside the University, to promote interdisciplinary research.

- Conduct annual evaluations to assess faculty performance, refining metrics where needed for improved fairness and effectiveness.

Long-term Goals

- Create a thriving academic environment where research and publications become central to faculty activities for career progression.

- Develop a system where faculty are rewarded not just for national publications but also for contributions to globally recognized journals, conferences, and IP generation.

4.4. Student Involvement in Research

Students are the University's greatest asset. With proper guidance, they can drive innovation through patented inventions and produce scholarly, publishable research outcomes.

Short-term Goals

- Develop undergraduate and postgraduate courses that incorporate research-based learning, encouraging students to undertake small-scale research projects under faculty supervision.

- Implement mentorship programs where faculty guide students in exploring innovative research topics, providing early exposure to research methodologies.

- Organize workshops on innovation, patenting, and intellectual property rights (IPR) to educate students on the importance of protecting their ideas.

- Encourage student participation in conferences by assigning them to specific sessions, engaging with presenters, and writing summaries of their experiences. This assignment can contribute to their internal assessments.

Mid-term Goals

- Mandate research components in curricula, especially for final-year projects, enabling students to conduct original research with the potential for publications or patents.

- Establish research partnerships with industry stakeholders, allowing students to tackle real-world challenges under industry mentorship, which may lead to patentable inventions.

- Offer funding and institutional backing for students seeking to publish their research in journals or present at conferences.

- Motivate students to present their research at national and international conferences, facilitating knowledge sharing and expert feedback, which enhances their communication skills and promotes academic and professional development.

Long-term Goals

- Create student-led research labs or innovation centres that foster interdisciplinary projects with commercialization potential.

- Develop opportunities for students to engage in international research programs and conferences, broadening their global perspectives and enhancing their innovations.

- Introduce formal procedures for students to patent and commercialize their innovations, enriching the University's intellectual property portfolio and providing financial rewards for student inventors.

- Provide extra credits for students attending conferences or presenting their research, with established criteria for earning these credits through such activities.

4.5. More Ph.D. & Post-Doctoral Research Scholars

Increasing the number of Ph.D. and post-doctoral research scholars is essential for strengthening the University's research capacity. Over the past five years, the University has supported more than 4,000 Ph.D. scholars, with 80% receiving scholarships through UGC, CSIR, or Non-NET from the University.

Short-term Goals

- Maximize the intake of Ph.D. scholars and post-doctoral scholars based on the available infrastructure, faculty, and funding sources.

- The University shall provide scholarships for Ph.D. scholars to expand its research base and retain talented students who might otherwise join other prestigious institutions.

- Foster opportunities to enhance the number of Ph.D. scholars having funding through Government-led scholarships. Initiate Research Associateships in the University as this would enable hand-holding of newly inducted Ph. D. scholars.

Mid-term Goals

- Invest in expanding laboratory space, library resources, and other facilities to accommodate a higher number of research scholars.

- Recruit new faculty dedicated to research supervision, ensuring that the University has adequate faculty for the growing number of Ph.D. scholars.

- Begin offering structured post-doctoral programs in key research areas to retain top Ph.D. graduates and further contribute to ongoing research.

Long-term Goals

- Develop full-fledged, funded post-doctoral research programs that attract international scholars and create new opportunities for collaboration and innovation.

- Establish partnerships with global universities to co-supervise Ph.D. and post-doctoral scholars, enhancing the University's international profile.

4.6. Faculty Encouragement for Book Publications, Research Publications and Patents

The purpose is to build a robust intellectual property rights (IPR) infrastructure, fostering innovation and academic growth across various levels—students, researchers, and faculty members. The University shall implement a policy to promote contributors to intellectual property rights (IPR), including undergraduate and postgraduate students, research scholars, and faculty members, to enhance the University's IPR portfolio.

Short-term Goals

- The University shall enhance the existing Institutional Publication Fund by increasing resource allocation for publication fees and ensuring that all researchers have access to this support, thereby fostering a culture of scholarly publishing.

- Create small funding pools to support promising research that can lead to publications or patents. These grants shall prioritize feasibility and immediate impact.

- Organize awareness programs on Intellectual Property Rights (IPR), publishing ethics, and patent filing processes for undergraduate and post graduate students, research scholars, and faculty.

- Provide targeted training on intellectual property rights for students and faculty, enabling them to understand the legal and technical aspects of patenting and IP protection. Invite IPR professionals to provide practical insights into the process of securing intellectual property (patents, copyrights, etc.).

- IPR Clubs: Initiate University-level IPR clubs where students and faculty can collaborate on intellectual projects and research ideas.

Mid-term Goals

- Interdisciplinary Research Centres: Form interdisciplinary research centres that focus on cutting-edge research, fostering collaboration between departments for impactful research outcomes that can lead to patents or book publications.

- Institutional Repository: Create a digital platform where all the research output (theses, dissertations, publications, patents) of the University is stored and accessible.

- Monetary Incentives for Publications and Patents: Provide enhanced financial support for research, specifically directing resources to award those who successfully secure patents.

- Dedicated IPR Cells: Strengthen the Intellectual Property Rights (IPR) Cell in the University to assists students, faculty, and research scholars with patent filing, copyright issues, and research publication requirements.

Long-term Goals

- Centres of Excellence: Establish centres of excellence in key research areas that can drive long-term innovation, producing high-quality publications, patents, and potentially books on ground-breaking subjects.

- National and International Collaborations: Pursue long-term partnerships with international research organizations and universities for joint research publications, books, and patents. This can enhance the University's global standing and increase its intellectual property.

- IPR Endowment Fund: Create an IPR endowment fund that continually generates resources to support research, publication costs, and patenting efforts at the University.

- Government and Private Sector Grants: Apply for sustained research funding through government programs and private sector contributions, ensuring the long-term viability of the institution's IPR initiatives.

- Patent Commercialization Policy: Implement a clear policy for patent commercialization, enabling faculty, students, and the University to benefit financially from patents through licensing or product development.

- Sabbaticals for Book and Research Writing: Institutionalize sabbaticals for faculty members to write books, conduct research, and engage in long-term projects that contribute to the University's academic and IPR output.

- Publishing Houses or Journals: In the long run, the University can consider establishing its own academic publishing house or peer-reviewed journals to support the publication of student and faculty research.

4.7. Organizing more Structured and Purposeful Conferences

Conferences plays a crucial role in fostering a vibrant research and academic culture within the university system. The University can enhance its research visibility, encourage collaboration, and make research outputs more accessible, including integrating AR-VR technology for greater engagement. Research scientists, faculty members, and students remain engaged through regular conferences for presenting research papers. Students are encouraged to present their research at these conferences and workshops hosted by the University or external bodies. The University facilitates participation by providing travel grants and other forms of support.

Short-term Goals

- Organize smaller, regular conferences centred on emerging research areas, particularly modern technologies like AR-VR, to maintain ongoing engagement among research scientists, faculty, and students.

- Conduct thematic workshops during these conferences, allowing participants to explore specific aspects of their research in depth. Topics may include AR-VR applications, digital storytelling, and the integration of technology with traditional research methods.

- Align project submission processes with conference participation by requiring each student or research group to present their work in a structured format as part of their final project submission, making conferences integral to the academic process.

- Encourage students and faculty to develop storyboards or visual presentations of their research, especially in Augmented Reality (AR) – Virtual Reality (VR) formats, to enhance accessibility for a wider audience, including non-experts.

- Initiate conferences led by students, where undergraduate and postgraduate students, and research scholars can present their work, with awards, for the best presentations and contributions to motivate participation.

- Conduct competitions where students present their research using AR-VR elements, fostering innovation in research communication methods.

Mid-term Goals

- Expand conference themes to encompass interdisciplinary research, fostering collaboration among various departments. For example, an AR-VR conference could engage fields like computer science, humanities, psychology, and education to showcase diverse applications.

- Organize national conferences that invite participants from other universities and research institutions, providing students and faculty with opportunities to interact and network within a broader academic community.

- Partner with industries and research organizations to co-host conferences, such as an AR-VR event sponsored by tech companies, which can provide funding and exposure for University researchers.

- Apply for government and private-sector grants to support conferences, especially those focused on cutting-edge research and innovation, reducing financial strain on the University while ensuring high-quality events.

- Develop an online portal for uploading conference papers, presentations, and videos of key sessions. This shall help archive materials and make them accessible to a global audience, with AR-VR components enhancing the experience through virtual walkthroughs and 3D models.

- Start publishing conference proceedings through collaborations with reputed academic journals.

Long-term Goals

- Establish an annual international conference series in key research areas, positioning the University as a recognized hub for academic exchange. These conferences can attract global scholars, enhance the University's reputation, and create collaborative research opportunities.

- Aim to establish dedicated "Centres of Excellence" focusing on specific research fields such as AR-VR, artificial intelligence, and biotechnology. These centres can host annual conferences, drawing international participants and showcasing the University's leadership in these domains.

- Organize events aimed at making research accessible to the general public. These conferences shall feature simplified presentations, AR-VR demonstrations, and interactive sessions, allowing community members to engage with research outputs and fostering a culture of science communication.

- Create long-term thematic conferences that tackle pressing societal issues like sustainability, climate change, and healthcare, integrating technologies such as AR-VR for immersive data visualization.

- Partner with international universities and research organizations to co-host conferences, facilitating global academic exchange and attracting high-profile researchers to present their work and establish long-term collaborations.

- In the long term, aim to create peer-reviewed journals associated with the University's conferences, providing researchers with a high-quality platform for publishing and disseminating their work.

4.8. Industry and Institutional Collaboration & Consultation

At the University of Delhi, industry and institutional collaborations are crucial in driving research, innovation, and experiential learning. While existing partnerships have laid a strong foundation, there is significant potential to further formalize and expand these collaborations to enhance their impact. The University of Delhi has established key collaborations with both national and international institutions, including prestigious organizations like the Indian Council of Medical Research (ICMR), Council of Scientific & Industrial Research (CSIR), Indian Institutes of Technology (IITs), and global universities. These partnerships facilitate joint research, student exchanges, and co-authored publications.

The University has a Placement Cell dedicated to connecting students with potential employers, providing resources for resume building, interview preparation, and job search strategies. The Cell helps in developing partnerships with local and national Industries to organize job fairs, networking events, and recruitment drives, enhancing visibility for students and improving placement rates.

Short-term Goals

- Strengthen collaborations with industries that can invest in student-led innovations, facilitating faster IP creation and commercialization of inventions.

- Strengthen the Placement Cell to facilitate ongoing partnerships with industries, ensuring a steady pipeline of qualified graduates while adapting educational programs to meet the evolving demands of the job market.

- Establish Memorandums of Understanding (MoUs) with industry partners, outlining clear objectives for joint research initiatives. This shall enable effective collaboration and foster the creation of intellectual property (IP) through shared expertise.

- Host industry-led workshops, seminars, and technical sessions to equip faculty and students with knowledge of the latest industrial research trends and technologies. This shall bridge the gap between academic research and practical application.

Mid-term Goals

- Strengthen partnerships with industries to secure funding for joint research in fields like biotechnology, AI, and applied sciences. These initiatives shall increase the likelihood of generating patentable innovations.

- Implement structured internship and job placement programs in collaboration with industry partners, providing students with practical experience and enhancing their employability while gathering feedback from employers to refine educational offerings.

- Create industry-supported research centres on campus, fostering collaboration between University faculty, students, and industry experts on real-time projects. These centres shall drive intellectual property (IP) creation and enable shared patent ownership.

- Develop mentorship programs where industry professionals guide University research teams, helping align projects toward commercial and patentable outcomes.

Long-term Goals

- Create a comprehensive career development framework that includes continuous training, mentorship programs, and alumni networks to support graduates in their career paths, while fostering long-term collaborations with industries to ensure alignment between academic programs and workforce needs.

- Create consortia that include multiple industry partners, government agencies, and academic institutions. These consortia shall focus on high-impact research projects aimed at developing and commercializing breakthrough, patentable technologies.

- Implement a streamlined IP policy that outlines clear guidelines for joint patenting and revenue-sharing between University and its industry collaborators. Establish a dedicated IP management office to handle patent filings and commercialization efforts efficiently.

- Position University as a global research leader by forging partnerships with multinational companies, gaining access to cutting-edge facilities and driving international patentable innovations.

4.9. University Incubation Centres

At the University of Delhi, Incubation Centres play a growing role in fostering innovation and entrepreneurship, though their development is still in its nascent stages compared to some other leading universities.

Short-term Goals

- Initiate structured pre-incubation programs to support students interested in entrepreneurship. These programs shall offer workshops, entrepreneurship boot camps, and access to mentors who guide students through idea validation, market research, and business planning.

- Conduct University-wide awareness campaigns to inform students of the available resources, incubation support, and the benefits of starting their own business post-graduation.

- Develop a pool of industry experts and successful entrepreneurs who can mentor students through the process of turning ideas into start-ups. Mentorship shall be available to students from all faculties.

- Organize University-wide start-up competitions to encourage students to turn their project ideas into business plans. These competitions could be aligned with ongoing internships or research projects, with the best ideas receiving incubation support and seed funding.

- Formalize entrepreneurship into internship programs by creating a framework where students can work on industry challenges or problems during their internships and present these as potential business opportunities upon completion.

Mid-term Goals

- Establish additional incubation centres across more University colleges, and not just at the University level. Each centre can specialize in certain areas (e.g., biotechnology, social entrepreneurship, IT start-ups among others) depending on the strengths of the faculty and resources available at each college.

- Formalize incubation support as part of the academic curriculum by integrating entrepreneurship courses, incubation electives, and credit-based start-up development programs. This shall ensure that students develop business skills while pursuing their degrees.

Long-term Goals

- Position the University as a leader in university incubation by creating a highly developed incubation network with centres of excellence, specialized labs, and access to national and global markets. The University could become a key player in India's start-up ecosystem, attracting entrepreneurs, investors, and industry partners.

- Develop a University Alumni Angel Network where successful alumni can provide mentorship and financial support to student-led start-ups. This network would serve as a long-term funding source and ensure ongoing support for new ventures emerging from University incubation centres.

- Establish partnerships with international universities and global incubation centres to provide University students access to global markets, cutting-edge technologies, and international mentorship. This would help University start-ups scale beyond local markets and become globally competitive.

4.10. University Publications & Citation Service

At the University of Delhi, academic publications and citation services are critical for research development, faculty recognition, and institutional ranking. The University has implemented several measures to support academic publications and citation growth. As of date, more than 71000 articles have been published in various international and national journals.

Support for Research and Publications: The University of Delhi offers various research grants, fellowships, and initiatives like the Non-NET fellowship for Ph. D. scholars to encourage scholarly output. The University also promotes collaborations and participation in conferences to foster the exchange of ideas and increase publication quality.

Citation Databases: The University faculty often rely on platforms like Google Scholar, Scopus, and Web of Science for citation tracking and metrics. The University encourages researchers to register on these platforms to increase their research visibility and track citation performance.

Publication Ethics: The University has set guidelines for ethical publishing, with a focus on avoiding predatory journals and encouraging publication in UGC Care and Scopus indexed journals.

Suggestions for improving and leveraging academic publications and citation services at the University of Delhi include:

Short-term Goals

- Train all faculty members and students on the use of citation databases like Google Scholar, Scopus, and Web of Science, including setting up profiles and managing citations.

- Encourage all departments and faculty to consistently upload research papers and projects to the institutional repository, such as the Samarth Portal. Specific metrics can be established to categorize and evaluate departments based on their contribution and engagement with the repository.

Mid-term Goals

- Improve the repository's accessibility and functionality by integrating it with global databases like Google Scholar and Open Access platforms. Implement an internal tracking system for citation metrics to monitor and improve the University's academic ranking.

- Increase the availability of research grants and expand initiatives like the Vice-Chancellor's Internship Scheme to include more research-driven projects.

Long-term Goals

- Position the University's repository among the top institutional repositories globally, with enhanced digital access and international partnerships.

- Foster an environment of innovation and interdisciplinary research with consistent funding and recognition, positioning the University as a leader in global academic research.

4.11. Target Patent Claim for Undergraduate and Post-Graduate Projects in Professional Subject Areas

The Research and Developmental Cell of the University serves as a central hub for all IP-related activities. In order to create awareness of Intellectual Property Rights (IPR) and the patent filing process for the undergraduate and post-graduate students, the University has organized three short-term. These courses are designed to equip participants with essential knowledge on IP protection and guide them through the steps involved in securing patents for their innovations. The University is in the process of developing a more comprehensive ethical and compliance framework to streamline research activities, which could eventually promote a culture of patent filing and intellectual property management among students and faculty members.

While the University has several collaborations with research institutions, these are not being fully utilized to drive patentable innovations from student projects. There is potential for the University of Delhi to leverage these partnerships to increase the number of patent claims. To improve the status of patent claims, the University could specify the following goals:

Short term Goals

- Research and Developmental Cell of the University serves as a central hub for all IP-related activities. It shall guide students and faculty on the patenting process, help assess the patentability of inventions, and provide an assistance in filing patent applications.

- The University would organize regular training sessions, led by IP experts, to teach students the practical aspects of IP protection, patent drafting, and how to assess the commercial potential of their innovations.

- Allocate a dedicated budget to cover the cost of patent filing for students and faculty. This shall help ease the financial burden of securing patents, which can often be costly.

Mid-term Goals

- The University shall upscale the Research and Developmental Cell to ensure broad access to IP-related services.

- Evolve the intellectual property and patent-related training programs into more advanced programmes. Incorporate Intellectual Property Law, patent filing processes, and IP management into existing professional courses, especially in science and business programs.

- The University shall introduce incentives for faculty and students who successfully file patents or engage in research projects with commercial potential. Recognize and reward innovations that lead to revenue generation or societal impact through licensing or technology transfer agreements.

- Establish more incubation centres within the University to support the development of student and faculty innovations into marketable products and technologies. These centres can also offer mentorship, funding, and access to resources for start-ups and spin-offs emerging from research projects.

Long-term Goals

- Position the University of Delhi as a national and international leader in intellectual property development by consistently generating patents, licensing agreements, and commercialised technologies. Build a self-sustaining ecosystem where research continuously feeds into IP generation, patent filings, and monetisation efforts.

- Aim to develop multiple successful start-ups or spin-offs, and license technologies to industries that shall bring substantial financial returns to both the University and its researchers.

- Establish global innovation hubs, attracting international collaborations and investments in research areas with high patent potential. These hubs would serve as centres for interdisciplinary research, fostering continuous breakthroughs in technology and innovation.

4.12. Fostering Innovation through a University-Wide Research Fair: A Pathway to Global Collaboration

The University regularly organizes national and international workshops, conferences, and seminars on emerging research areas, providing students and researchers with the opportunity to present their work, collaborate with peers, and learn about the latest trends in their field. Some of the student organizations and societies also organize innovation challenges, debates, and research symposiums, which offer a platform for students to explore innovative ideas in a collaborative environment.

Short-term Goals

- Annual Doctoral and Research Fair shall act as a platform for departments to exhibit ongoing research and completed projects. Organizing such events would provide exposure to the research output of students and faculty.

- Initiate an online platform to display research papers and summaries for public and academic access.

- Initiatives may be undertaken to communicate the University's research in a simplified and accessible language, presented in the form of engaging stories.

Mid-term Goals

- The University shall collaborate with other Central Universities to hold an Inter-University research fair once every few years. This would create an excellent opportunity for knowledge sharing between institutions and showcase India's research advancements.

- Partner with educational media platforms and public broadcasters to feature the University research in short documentaries, podcasts, or articles, enhancing public engagement and awareness.

- Initiatives shall be taken to train faculty and students to transform complex research findings into simplified formats such as articles, podcasts, or videos, making them accessible to both academic and non-academic audiences.

Long-term Goals

- The University shall aim to elevate this fair to a biennial global event, inviting participants from the top universities globally, particularly those with existing MoUs and strategic partnerships. This would position the University as a global hub for research exchange and innovation.

- Create a dedicated department within the University focused on translating academic research into accessible content for the public and media, fostering a deeper connection between research and society.
- Develop an international platform in collaboration with partner universities to showcase research papers, multimedia summaries, and simplified versions of research, allowing global access and cross-institutional engagement.

In conclusion, by streamlining the access to research resources, enhancing collaboration across disciplines, and providing targeted support for researchers at all levels, we are poised to unlock the full potential of our academic community. As we move forward, it is essential to cultivate an environment that encourages research, innovation and interdisciplinary collaboration. We must engage with industry partners and stakeholders to ensure that our research outputs translate into real-world solutions that benefit society at large.

5. Human Resource and Supportive – Facilitative Enablers

The University recognises that its greatest strength lies in the Human Resource Development. By fostering a culture of continuous professional development and skill enhancement, the University is committed to capacity building and knowledge creation. It aims to create a dynamic and inclusive environment to empower its faculty, staff and students for continued excellence in their respective fields. To fulfil the objectives stated above, the University enlists the following measures:

5.1. Student and Learner Empowerment: Holistic Admission, Inclusivity, and Comprehensive Support System

Short-term Goals

- Strengthen the existing admission portal to provide clear and real-time updates on application status, selection criteria, and seat availability.

- The University leverages the diversity and inclusion dashboard on the Samarth e-Gov portal to monitor key metrics. To enhance its effectiveness, the University aims to strengthen data tracking to improve diversity and inclusivity efforts.

- Conduct targeted outreach programs to underrepresented regions, communities, and economically weaker sections, promoting awareness about University's admission policies and scholarships.

- The University shall augment various scholarship and endowment programs to support economically disadvantaged and marginalized students.

- The University shall strengthen the Mentor - Mentee programme as per the UGC guidelines.

- Develop internship and job-focused counselling strategies, and hire career advisors in select departments to pilot the initiative.

- Implement a system where leadership skills shall be considered to enable involvement of the students into assignment concerning team building and making teaching-learning a more meaningful experience.

Mid-term Goals

- Create partnerships with schools and educational organizations to identify talented students from diverse backgrounds, offering them preparatory guidance for admission process.

- Create specific scholarships or support systems aimed at promoting diversity by providing additional incentives to applicants from under-represented backgrounds.

- Hold periodic data reviews to monitor progress toward diversity goals.

- Launch of new scholarship programs and expansion of financial aid to include merit-cum-means support.

- Identify and reach out to alumni to mentor students.

- Provide career advisors and organise workshops on interdisciplinary career paths, resume building, and networking.

Long-term Goals

- Implement data analytic tools to assess students' holistic profiles, identifying potential candidates who excel in both academics and extracurriculars, while also promoting diversity.

- Assess students' progression in academics and extracurricular activities to measure the effectiveness of holistic admissions and continuously refine selection criteria.

- Expand admissions to include a greater number of international students from diverse cultural backgrounds, enriching the global experience for students.

- Leverage data from the dashboard to implement policies that foster long-term inclusivity and ensure that diversity goals are continually met.
- Regularly review and expand scholarship programs based on evolving student needs and demographics.
- Continuously improve the mentorship program by addressing gaps and ensuring alignment with students' academic and professional goals.
- Build a well-established career counselling infrastructure that continuously adapts to industry changes and helps students transition smoothly into the workforce.

5.2. Research Scholars Induction and Development

Short-term Goals

- Establish a streamlined Statement of Purpose (SOP) collection and analysis system to gather insights into research scholars' skills, goals and aspirations.
- Implement SOP to incoming doctoral students, ensuring alignment between their research interests and the opportunities available.
- Use SOP data to guide faculty in appropriately appointing research scholars based on their skill sets.

Mid-term Goals

- Expand the SOP collection process to include all research programs and departments, facilitating a comprehensive understanding of scholars' aspirations.
- Utilise the data to design personalized academic and extracurricular pathways, providing tailored opportunities that align with students' research and career goals.

Long-term Goals

- Analyse long-term SOP trends to inform the creation of new academic programmes, specialized tracks, and partnerships with industry that align with scholars' evolving aspirations.
- Use insights from the analysis to enhance career services and develop new programmes that reflect societal needs and ensure scholars are equipped with necessary skills.

5.3. Faculty Recruitment and Responsibilities

Short-term Goals

- Strengthen the centralised Human Resource (HR) portal that facilitates real-time communication between Employers and prospective candidates.
- Automation of application screening to ensure quick and unbiased shortlisting based on required competencies and qualifications.
- Provide clear communication to applicants at every stage of the recruitment process with real-time updates.
- Strengthening the structured rotation system, where faculty members periodically switch roles in committees and societies, allowing for equitable distribution of responsibilities.

Mid-term Goals

- Transition fully to digital platform for job applications.
- Develop personalized features that provide tailored advice to candidates based on their qualifications and application progress.
- Integrate chatbots or virtual assistants to respond to common queries and provide instant responses.

Long-term Goals

- Create a holistic recruitment-to-retirement talent management system that can help employees and employer at large.
- Position the University as a globally competitive employer by adopting global best practices in recruitment and engaging top talent from international academic and research communities.
- Encourage faculty members to take on roles that align with their professional growth and leadership development goals.

5.4. Faculty Empowerment and Professional Development

Short-term Goals

- Organise workshops and training programs to enhance teaching methodologies, research capabilities, and digital proficiency.
- Encourage faculty to attend professional development programs and provide necessary support for the same.

Mid-term Goals

- Promote faculty exchange programs in collaboration with national and international universities, facilitating knowledge sharing and global exposure.
- Promote cross-departmental collaboration by encouraging faculty to participate in inter-disciplinary / multi-disciplinary projects and research initiatives.

Long-term Goals

- Integrating leadership training and advanced certifications into career advancement frameworks.
- Channelising funds for faculty empowerment, enhancing academic prowess and innovation.
- Position the University as a hub for global academic excellence, for faculty development through interactions with international academicians.

5.5. Recruitment and Career Advancement for Non-Teaching Staff

Short-term Goals

- Strengthening online recruitment process to streamline applications for quick and transparent hiring, while reducing paperwork.
- Clearly define job roles and competencies for non-teaching positions to recruit candidates with the right skills and qualifications.
- Initiate efforts to promote diversity in recruitment by reaching out to underrepresented sections and ensuring inclusive hiring practices.
- Regularly organising training programmes on digital tools and software to enhance the administrative efficiency.

Mid-term Goals

- Partnering with technical institutions, training centres, and other organizations to boost competencies of non-teaching staff.
- Facilitating workshops that promote collaboration between departments to ensure smoother communication and efficient problem-solving.

Long-term Goals

- Position the University as an employer of choice by enhancing its recruitment brand through campus engagement, showcasing professional development opportunities, and highlighting benefits for non-teaching staff.

- Promoting leadership and management programmes to empower non-teaching staff for supervisory or administrative roles.

- Supplementing training programs with technological advancements for evolving administrative needs.

5.6. Holistic Wellness and Engagement Framework

Short-term Goals

- Launch a digital wellness platform for addressing issues related to work-life balance, mental health and stress management.

- Organize workshops to create awareness on stress management, mental health, and emotional quotient.

- Promoting gender sensitisation and awareness through mandates bodies such as Gender Sensitisation Committees.

Mid-term Goals

- Introduce virtual wellness sessions, such as meditation and stress management workshops, and expand the platform's functionality to address holistic well-being.

- Expand the scope of wellness workshops to include team-building activities and promote cross-departmental collaboration.

- Form pilot peer support groups for faculty and non-teaching staff to facilitate informal discussions on workplace challenges and mental health.

- Regularly assess and improve the grievance redressal mechanism based on faculty and non-teaching staff feedback.

Long-term Goals

- Fully integrate the wellness platform into the HR system of the University, providing wellness programs based on data insights for staff and faculty support.

- Institutionalize peer support networks with dedicated coordinators, fostering an enabling environment.

6. Networking and Collaboration Enablers

Acknowledging the importance of networking and collaborations, the University broadens its horizons beyond academics. Through such initiatives, the University endeavours to widen the scope of academics, research and skill development. By providing better opportunities for students in terms of internships, job placements, and global exchange programs for students, the University plans to play a pivotal role in enriching their learning experience and boosting their employability.

6.1. Strategic Collaboration

Short-term Goals

- Establishment and operationalisation of the Alumni Connect Cells (ACCs) within the University.
- To strengthen the mandate, University of Delhi Foundation shall act as the Nodal Authority for all the ACCs and work in tandem with the Dean, Alumni Affairs.
- Create and maintain a comprehensive alumni database to facilitate streamlined communication, enabling effective networking, collaboration, and support for various initiatives and events.
- Alumni shall play a pivotal role in driving infrastructure development and fostering a culture of collaboration for the overall benefit of the University.

Mid-term Goals

- The ACCs shall play a key role in forging strategic partnerships between the University and various stakeholders across industries, academic institutions, and community organisations.
- Pursue strategic academic collaborations that promote collaborative research, shared curricula, and the seamless mobility of students between institutions.
- Establish research consortia that facilitate access to shared databases, libraries, and collaborative research efforts. These consortia shall encourage co-authored publications, foster interdisciplinary research, and accelerate the development of innovative solutions.
- Seamlessly integrate practical skills with theoretical education by collaborating with industry experts, utilising shared workshops, and offering live project opportunities.
- Build strong partnerships with NGOs and social service organisations to engage in impactful rural outreach and fieldwork, contributing to societal development at the grassroots level.
- Develop robust networks across various industry sectors to facilitate internships and job placements.
- Encourage faculty-led consultancy initiatives to strengthen industry-institute relationships.
- Actively pursue recognition from esteemed national and international accreditation bodies to elevate the institution's brand value.
- Implement comprehensive quality assurance frameworks established by recognised agencies to continuously improve internal standards and learning outcomes.
- Establish incubation centres, funding avenues, and ideation networks to cultivate and support start-up initiatives.
- Help invest in a robust digital infrastructure to support start-up activities, providing access to essential digital resources, tools, and networks.

Long-term Goals

- The ACCs shall act as the real-time networking hubs and shall foster impactful collaborations in research, target based funding, and meaningful engagements with the corporate sector, social sector and cultural entities while continuing to further expand the alumni base.

6.2. Academic and Research Excellence

Short-term Goals

- Engage alumni in mentoring the student's capstone projects.
- Envision activities wherein students and alumni can work on collaborative projects.
- Involvement of alumni as mentors for consultancy projects.
- Onboarding of alumni as experts for evaluating research-oriented programmes.
- Endeavours for MOUs to host collaborative research events and projects with industry.
- University newsletters or similar such publications shall promote the academic and research excellence conferred to alumni across the globe.

Mid-term Goals

- Foster service-learning projects by partnering with alumni on community service projects, where students and alumni collaborate to address local issues, enhancing civic engagement.
- Encourage faculty for Faculty-Student Collaborative Grants which can fund student participation in conferences as part of multi-disciplinary activities.

Long-term Goals

- Establish incentive programs that provide additional funding for students who earmark outstanding research.
- Set up a Centre for Excellence that serves as a hub for multidisciplinary research.
- The University may act as a nodal training centre for the training of enumerators to induct students with Ministry of Statistics and Programme Implementation (MOSPI).

6.3. Social Engagements and Services

Short-term Goals

- Strengthen social engagement at the undergraduate level and further embed it at the postgraduate level.
- Encourage and involve students as volunteers and interns in community and social welfare programs. Healthy senior citizens, school alumni and local community members shall also be involved for effective coordination.
- Organize training programs for students in collaboration with voluntary and governmental organizations to promote social engagement.
- Implement capacity-building programs to equip teachers with the skills to initiate ground-level projects.
- Develop resource-sharing models for collaboration with voluntary organizations, private entities, and government agencies to enhance employability.
- Partner with local authorities to establish and maintain adequate sanitation and clean water infrastructure.
- Register for national government schemes that provide grants for educational development, community projects, and sustainable initiatives.
- Collaborate with local NGOs under the ULLAS (Understanding Lifelong Learning for All in Society) (ULLAS) and Unnat Bharat Abhiyan initiatives to ensure sustainability.
- Foster innovation and engagement across all departments and faculties in the Unnat Bharat Abhiyan initiative.

- Promote responsible use and disposal of electronic devices as part of the institution's sustainable development strategy.
- Conduct regular social audits (focusing on accessibility, academics, environmental impact, transparency, and food quality) to assess the institution's effect on the community.

Mid-term Goals

- Integrate social outreach into research relevant to the field.
- Encourage research that addresses social issues and provide incentives for such work.
- Intensify internships and collaborations through Corporate Social Responsibility (CSR) initiatives.
- Onboard voluntary organizations and government agencies to uplift adopted villages under the Unnat Bharat Abhiyan.
- Recognize community outreach efforts through certifications and credits based on hours dedicated to outreach programs and extension activities.
- Create a digital repository to document activities related to education and social welfare.
- Intensify community engagement initiatives aligned with the Sustainable Development Goals (SDGs) to provide inclusive and equitable quality education and lifelong learning opportunities.
- Under the Understanding Lifelong Learning for All in Society (ULLAS 2022-2027) initiative, promote lifelong learning through skill-based education.
- Implement the Water, Sanitation, and Hygiene (WASH) program in rural areas and urban slum clusters.

Long-term Goals

- Ensuring student participation in community engagement activities.
- Map and monitor student progress in community engagement and extension activities.
- Obtain ISO certification for programs and learning centres to meet international standards of quality, transparency, and sustainability.
- Adopt a 360-degree approach that includes all stakeholders and creates a digital database for a comprehensive resource.

6.4. Industry-Academia Collaboration

Short-term Goals

- **Establish Industry Relations Office (IRO):**

  – Set up a dedicated office or unit within University to handle all academic-industry collaborations.
  – Strengthen the existing committees, viz. University Industry Collaboration Committee under the RDC Cell of Research Council.
  – Appoint experienced professionals from both academic and industry backgrounds to foster partnerships.

- **Memorandum of Understanding (MoUs):**

  – Initiate MoUs with micro, small and medium enterprises, particularly in sectors where University has strong academic programs.
  – Focus on collaborations in internships, student placements, guest lectures, and short-term consultancy projects.

- **Industry-Oriented Curriculum Enhancement:**

– The University shall give augmented priority towards industry specific modules within the existing curricular structure.

– Increase involvement of industry experts in academics and research.

- **Internship & Apprenticeship Programs:**

– Broad basing the industry collaboration network.

– Formalise internship and apprenticeship pipelines by building partnerships with companies that provide hands-on experience for students.

- **Industry-Funded Research:**

– Promote small-scale, industry-funded research projects focusing on emerging technologies and applied research.

– Establish industry-sponsored scholarships for students and young researchers, motivating them toward solving practical industry challenges.

- **Create a controlled digital space for experimentation**

– Conceptualize and implement virtual industry 'Sandboxes' where students and researchers have the opportunity to collaborate with industry partners on live projects, using real datasets, but in a controlled, risk-free environment.

– Partner with major industries to hold 'Hackathons' with high-impact problem statements that businesses need to solve

– Industry oriented experience in a simulated environment primarily focussing on the emerging areas of technological advancements

- **Student-Led Industry Incubators:**

– Explore the possibilities of mutually beneficial student-led innovation incubators with respect to those knowledge domains which have prominent industry interface, in a graded manner

– Additionally, organize "Industry Problem Day" where companies bring real, ongoing challenges to the classroom. Students are encouraged to brainstorm solutions with rewards like internships, scholarships, or even equity in start-up ideas.

– In order to have real time exposure to the industry set up, the University shall endeavour to engage the students in various industry specific activities including 'Hackathons', problem days.

- **Patents & Intellectual Property Management:**

– Promote the creation and commercialization of patents and intellectual property generated through academic-industry partnerships.

– Form a technology transfer office to manage the legal and business aspects of patenting, licensing, and commercialization, enabling the University to be an innovation hub.

– While the University is conscious about the expansion of knowledge domain in the emerging areas, the University is committed towards expansion of knowledge network in every conceivable knowledge domain and make a sincere endeavour to promote BGP to assimilate the future knowledge discourse.

Mid-term Goals

- **Joint Research Centres & Innovation Hubs:**

– Strengthen joint research and development centres in collaboration with major industries, focusing on priority sectors like AI, Biotechnology, Renewable Energy, and social innovation.

– The University shall plan towards creating innovation hubs within the University campus to encourage student start-ups, entrepreneurship, and technology transfer initiatives.

- **Long-Term Consultancy Projects:**

– Engage faculty members in long-term consultancy projects with industries to develop customized solutions for industrial problems.

– Partner with industries on government-funded projects like 'Make in India', 'Skill India', and others focused on innovation and skill development.

- **Executive Education & Corporate Training:**

– Launch executive education programs targeted toward working professionals, allowing them to upskill in areas of technological advancements, business management, and more.

– The existing good practices from Faculty of Management Studies (FMS) could be utilised to scale these initiatives further.

– Initiate corporate training programs for industry partners, making the University a hub for industry-relevant, lifelong learning.

- **Increase Industry-Endowed Chairs & Professorships:**

– Encourage industries to fund specialized academic Chairs and Visiting Professorships in niche areas, facilitating knowledge transfer between industry experts and academic researchers.

- **Industry Support for Student Start-ups:**

– The University shall take steps towards creating industry support that focuses exclusively on student and faculty start-ups. Support shall be in the form of dedicated funds through seed capital.

– Appropriate corporate sponsors shall be identified which would help not only in identifying high-potential ideas but investment in disruptive technology emerging from the University as well.

- **Living Labs for Social Innovation:**

– The University shall seek partnership with the government to establish Living Labs where industry and academia collaborate to develop solutions for social challenges and deploy them in real-world rural or underserved urban environments.

Long-term Goals

- **Global Industry Collaboration:**

– The University shall plan to establish global academic-industry alliances, particularly with multinational corporations and international universities, expanding research, technology transfer, and employment opportunities worldwide.

– There shall be special focus on developing joint-degree programs with foreign universities in collaboration with global industries for diverse career prospects.

- **University-Industry Research Park:**

– The University shall take steps to build a research park in partnership with industries, offering state-of-the-art facilities for interdisciplinary research and innovation.

– The park can host industry labs, incubators, and start-ups that benefit from proximity to University's academic expertise.

- **Bio-Innovation Ecosystems:**

– The University shall take steps towards the development of bio-innovation ecosystems where life sciences research meets biomanufacturing, agriculture, and healthcare. These ecosystems shall blend research on biological products (new vaccines, engineered crops etc.) with industrial partners who produce them.

– Industries and start-ups in biotech, healthcare, or agri-tech shall work directly within these ecosystems to commercialize discoveries made in University's labs.

- **Quantum Computing Labs with Industry Leaders:**

– The University shall seek partnerships with global leaders in quantum computing to establish Quantum Research Hubs at the University.

– These hubs shall focus on pushing boundaries in computation, encryption, and material sciences, engaging leading companies to develop next-gen quantum solutions for practical industry applications.

- **Global Social Innovation Impact Fund:**

– The University shall take steps to launch a Global Social Innovation Impact Fund backed by industries that want to invest in projects with a high potential for positive social change, particularly in developing countries.

– Through this fund, the University's faculty and students can develop scalable solutions for pressing issues like clean water, renewable energy, or affordable healthcare.

- **Reverse Internships – Students Hire Industry Professionals:**

– The University envisions a situation after a decade of scrupulous adherence to policies and programmes which take care of the ever-expanding horizon of knowledge in critical domains which shall eventually lead to a situation where the University shall be in a position to engage in various capacities leading to an academia-industry equilibrium which is also in line with the philosophy of NEP 2020 and life-long learning.

6.5. Quality and Credibility

Short-term Goals

- The individual research labs shall be accredited from National accreditation bodies.

Mid-term Goals

- The University level instrumentation centres shall be accredited from National accreditation bodies.

- The University shall endeavour to achieve accreditation of academic programmes.

Long-term Goals

- The University Health Centres shall be accredited by National bodies.

6.6. Innovation and Entrepreneurship

Short-term Goals

- Sensitize and engage alumni to promote innovation and entrepreneurship ecosystem in the University.

- Strengthening of the Innovation cells and incubation centres by inducting alumni with established start-up ventures into the advisory board of the entrepreneurial cell
- "Alum-budding" partnerships can be boosted to mentor budding entrepreneurs and offer networking opportunities and financial support.
- Support innovative processes so that the IPR cell can facilitate the proper execution process.
- Endeavours for MOUs with established incubators across the nation to promote a systematic plan for start-ups.

Mid-term Goals

- Strengthening the IPR cell so that students and faculty can protect their innovations, including filing patents, trademarks, or copyrights.
- Alumni shall facilitate students in accessing resources such as prototyping labs, funding opportunities, and legal frameworks to develop innovative ideas.
- Endeavour to create a dedicated platform for interactions between students and industry via virtual sessions and investor pitch events.
- Endeavours for MOUs with established incubators with a global outreach.

Long-term Goals

- Guidance on licensing, commercialization, and compliance with international IPR regulations shall be provided to facilitate the smooth transition from idea to market.
- Establishing relationships with international organisations to provide a global platform for innovative ideas from HEIs.
- Establish a committee to monitor technology transfer and technology readiness.

6.7. International Collaboration

Short-term Goals

- Create a robust policy framework and viable implementation structures for a smooth implementation of internationalization at the institution.
- Organize forums for awareness generation on internationalization; its dimensions, scope, significance, outcomes and modalities among institutional stakeholders.
- Enhance infrastructure and human resources at the Office of International Relations at the institution.
- Take proactive efforts to reach out to FHEIs having higher QS Rankings, THE rankings and establish MoUs.
- Facilitate two-way faculty/staff/student exchange between the institution and FHEIs through well-defined and sustainable mobility schemes.
- Prioritize growth in international students' enrolment through a vibrant and well-resourced Foreign Students Registry.
- Implement policies and systems to initiate twinning programs with partnering FHEIs; and establish fresh MoUs with higher ranking FHEIs to enhance twinning collaborations; increase the number of students availing 'Study Abroad' Programmes; locate opportunities/ resources for student scholarships/ internships.
- Facilitate the development of the guidelines for joint/dual degree programmes and work towards their implementation.

- Create meaningful opportunities for professional development/capacity building of faculty by organizing faculty development and training programmes for internationalization; organize training programmes for non-teaching staff involved in the implementation of internationalization initiatives.

- Promote and facilitate organization of joint seminars/conferences/ workshops with FHEIs

- Implement initiatives to promote joint research and publications with co-authors from partner FHEIs.

- Assess the need and scope for internationalizing the curriculum to create the best match/ balance between contextual components and internationally relevant components.

- Promote initiation of foreign language courses/ studies in colleges; facilitate mobility of foreign language teachers through collaborations with FHEIs; create promotional material in languages that are strategic for international engagement.

- Facilitate joint workshops with FHEIs and identify best practices in student-centred learning.

- Promote cultural activities fostering inclusion and integration of international and local students, through the organization of cultural programmes, fairs and festivals.

- Create responsive systems for maintaining effective and efficient communication channels with incoming and outgoing students and staff.

Mid-term Goals

- Consolidate the processes, systems and structures for internationalisation at the central level and at the level of constituent units.

- Upgrade and diversify stakeholder sensitization and training for internationalization initiatives.

- Create vibrant International Relations Cells/ Nodal Persons for managing internationalisation initiatives among the constituent units of the institution.

- Successively enhance the number and scope of MoUs with distinguished/high-ranking FHEIs and faculties/ departments of the institution.

- Create meaningful opportunities for distinguished international faculty to accept visiting teaching/ research assignments at the institution

- Enhance efforts for growth in international students' enrolment across courses through an active liaison with foreign universities and information dissemination through the organization of 'Study at DU' Fairs at appropriate forums.

- Organize sensitization drives to orient students enrolling for Twinning programs; foster an effective and sustainable twinning programme by organising regular orientation modules for preparing out-bound students for the 'study abroad' experience; create opportunities for tapping their capacities/ experiences upon return.

- Establishing MoUs with FHEIs for joint/ dual degree programmes and progressively enhancing/diversifying students' exposure and learning experience through these programmes.

- Promote all-round professional development/capacity-building programmes for fostering internationalisation.

- Increase participation in international seminars/conferences; promote joint publications and reports; set up systems for evaluation of such programs through feedback from participants/ stakeholders

- Demonstrate consistent growth in the overall institutional visibility and recognition through quality research, measured through citations and impact factors of publications.

- Work towards creating dynamic curricula with meaningful integration of internationally relevant components/ pedagogies.

- Promote translation of distinctive and renowned international texts.

- Continuation of such activities/joint ventures which are student-centred.

- Create diverse forums for international cultural exchange with visiting delegations and through international visits of institutional staff and students.

- Integrate periodic review systems/ modalities/ protocols to foster increased opportunities for staff, expansion of mobility schemes, and the creation of trained staff resources to evaluate the quality of mobility periods.

Long-term Goals

- Promote a holistic approach to the development and implementation of an institutional internationalization policy and governance.

- Create a vibrant culture of internationalization in the contemporary context of higher education in the country.

- Foster meaningful integration between the institution and its constituent units for evolving an effective institutional IR system.

- Diversify opportunities for developing and strengthening academic linkages for collaborative work and exchanges, and leveraging institutional strengths through strategic partnerships with high ranking FHEIs.

- Promote institutional excellence through knowledge sharing, joint research and exchange of academic, technological and cultural resources with international partners.

- Establish the institution as a favoured destination for international students by highlighting its distinct courses, distinguished faculty, robust research infrastructure and responsive systems for international student enrolment and integration.

- Promote all round efforts to create and foster a relevant and sustainable institutional internationalization effort.

- Promote and diversify academic and research exchange to enhance institutional development and meet global standards for internationalization.

- Foster an ethos of capacity building for internationalization.

- Work towards improving the institutional ranking through international engagements.

- Work towards increasing the international visibility and recognition of the institution through a diversification of internationalization initiatives and enhanced institutional rankings.

- Enhance international visibility of the institution through a diversification of internationalization initiatives, including internationally viable curricula and pedagogies.

- Create an ethos of international studies and collaboration.

- Equip faculty with knowledge, skills and competencies aligned with international standards and enhance institutional ranking.

- Promote/deepen awareness on social and cultural similarities and inculcate respect for social and cultural differences.

- Promotion of academic excellence, cultural understanding and research prowess, as per global standards.

7. Physical Enablers

In its century long inheritance, the physical footprint of the University has grown up substantially. The University takes pride in its efforts to preserve the heritage infrastructure while creating a fine balance through the process of gradual modernisation. Physical enablers are essential for fostering an environment conducive to academic achievement, research advancement, innovation, and the overall well-being of students. They establish the necessary infrastructure and resources that facilitate effective teaching, learning, and administrative functions.

7.1. Role of Physical Enabler

Physical enablers within a university are essential for fostering an environment conducive to academic achievement, research advancement, innovation, and the overall well-being of students. They establish the necessary infrastructure and resources that facilitate effective learning, teaching, and administrative functions.

Short-term Goals

- Renovation, maintenance, wi-fi accessibility, Smart Classrooms and Expanding IT Infrastructure. Students and Teachers Accommodation, Sports and Cafeteria Infrastructure Improvement, Space Optimisation.

- The role of Improved Educational Environments is of paramount importance in a university. Thoughtfully constructed classrooms, laboratories, libraries, and lecture halls that incorporate contemporary technology promote engaging learning experiences and support a variety of instructional approaches.

- Research Infrastructure and Knowledge Repository are the backbone for a university. Dedicated laboratories, research institutions, and high-performance computing resources facilitate cutting-edge research, experimentation, and innovation across a multitude of fields. Starting of University Press, Journal, Magazine and Strengthening of Digital Repository are equally important.

- The availability of physical resources such as student centres, healthcare facilities, recreational areas, and wellness environments plays a crucial role in providing students with the necessary support for both mental and physical health, thereby fostering a well-rounded University experience. Strengthening Health Centre Infrastructure, Extensive Sanitation Drives, Installation, Check and Repair of Emergency Alert System, Safety and Security Audit shall be on priority list of the University.

- Contemporary administrative structures and facilities enhance operational efficiency, optimize resource management, and facilitate seamless governance by utilizing advanced technologies and centralized systems.

- The creation, maintenance or renovation of Community Areas such as lounges, seminar rooms, and cafeterias fosters collaboration and informal engagement among students, faculty, and researchers, thereby cultivating a strong sense of fraternity.

- Robust physical infrastructure shall be made available for safe and accessible environment for all students and staff, including those with disability, fostering inclusivity.

- Making strategies Recycling, Water and Energy Conservation, Expanding Green Belt, Water Harvesting, Technology Integration, start University's Electric Vehicles.

- Policy formulation and implementation for zero emission and sustainable environment friendly practices on priority basis. To set a good example and also to create a workable mechanism for this target the following steps are needed:

  i. Centralized air conditioning/ cooling and solar energy systems need to be created and installed in all the buildings.

  ii. To mitigate the harmful effects of emissions from fossil fuel powered vehicles, the University may permit electric/hybrid/cleaner fuel vehicles for parking within the campus.

iii. The University shall opt electric/hybrid/cleaner fuel vehicles for official use.

- A dedicated centre will be established to promote cultural interactions through events and orient foreign students to local practices and ethos. Hosting annual cross-cultural festivals will foster inclusivity, while organizing trips under University-21 (U21) for students and faculty to collaborate with foreign universities will enhance global outreach. Expanding summer/winter schools and exchange programs will further enrich teaching and learning. Additionally, an international convention centre will be created as a symbol of cultural harmony through regular events.

- Physical Infrastructure Incubation for various Centre and Research Park like labs, office space, meeting rooms, technological infrastructure like hi-speed internet, computer with latest software, mentoring and R&D units, administrative, marketing and funding support units shall be added.

- To achieve zero food waste and zero emissions, the University shall develop a smart, eco-friendly cafeteria powered by solar energy and induction technology. This cafeteria will feature energy-efficient appliances, waste reduction through smart bins, water conservation techniques, and the use of eco-friendly materials with carbon footprint tracking. Health and well-being will be prioritized, and a Working Lunch Scheme for underprivileged students will be introduced. Centralized canteen operations will adhere to FSSAI standards with regular audits. The cafeteria will collaborate with self-help groups for food procurement and engage with social groups to distribute surplus food to vulnerable communities. To make this scheme feasible, the university shall study such schemes by the GOI and collaborate with the department concerned.

- Establishment of State-of-the Art Super Computer and Media Centre for futuristic approaches and connecting it with national and international media houses are the need of the hour. To compete with the AI world, this is the immediate requirement.

Mid-term Goals

- The University shall continue and strengthen its best practices for Eco-friendly Buildings, Energy-Efficient Systems, and Sustainable Practices, Achieving Zero Emission Target, Self Sufficient Energy Production, Green Energy through better coordination among various Departments.

- A green, sustainable campus requires energy efficiency, renewable energy, sustainable transportation, water conservation and harvesting, waste management, green building standards, and sustainable landscaping. It also includes sustainable food services, procurement, educational programs, governance, biodiversity conservation, and technology integration. The University shall plan to expand its current sewage treatment plant (STP) and develop mechanisms for wastewater reuse, with engineers reassessing the water waste and STP capacity to implement a zero-waste policy.

- The Examination Branch shall digitize old records and adopt a fully automated system for grading, scheduling, timely result declaration, and transparent revaluation. Smart security measures will ensure data analysis and protection. In line with NEP 2020, flexible, modular, and inclusive exam policies may be introduced. To support green initiatives, paper use will be minimized. The branch will prioritize enhancing student support through a smart 24X7 student care centre and a robust feedback mechanism for complaints and resolutions.

- The University shall create the following infrastructural additions such as construction of Teaching and Administrative Blocks, starting of East and West Delhi Campuses, setting up of World Class Library System, a dedicated Innovation Library Lab for experiments on emerging technologies.

- Implementation of the plan on Smart Campus shall be completed for integrating digital tools, such as smart classrooms, automated systems, and IoT devices, which enhance campus efficiency and the overall educational experience. The University shall make efforts to achieve the goals of Seamless High-speed Internet and Wi-Fi Connectivity, Smart Classrooms with Digital Attendance, Learning Management System (LMS) managing attendance, assignments, and communication, smart Library, E-governance, Paperless Work, Cashless Transactions, and Health

Technologies, AI and Technology Integration, Sustainable Development and Smart Transportation.

- Evaluating the needs for more hostels than the existing ones shall be done. Earmarking of specific funds for maintenance of existing hostels and development of new ones are needed on priority basis. The University shall endeavour in creating hostel facilities in other campuses.

- In view of the increasing Gross Enrolment Ratio (GER) and inclination for distance or part-time learning in online mode, need based distance learning programmes shall be introduced.

- To maintain its identity and to compete with rapidly changing world, the University shall have to set-up at least two centres-

  i. भारतीय ज्ञान परम्परा केन्द्र (BGPK): This Kendra shall provide fresh opportunities to the University to explore, create and preserve indigenous knowledge. It shall also integrate modern education with indigenous wisdom for holistic and sustainable approaches and strengthening cultural identities. It shall also add new dimensions to research and innovation potential by catering to the next generation scholars.

  ii. Centre for Multi-disciplinary Studies (CMDS): In an increasingly complex and interconnected world, addressing global challenges requires insights from multiple disciplines. The CMDS shall provide a platform for interdisciplinary collaboration, equipping students and researchers with the tools and perspectives needed to tackle these challenges effectively. This Centre shall foster collaboration across various academic disciplines, encouraging innovative research, teaching, and learning that transcends traditional subject boundaries.

- The University will encourage its colleges to develop international-standard sports infrastructure for hosting national and international competitions. Centralized sports management will invite Olympians and international athletes for student training. The University's sports body will seek certifications and accreditation from national and international regulatory bodies. Additionally, the sports research unit will study global sports events to inform future planning, budgeting, and maintenance of facilities.

- The University shall introduce the concept of Haat (shopping complex) to meet the day-to-day requirements of essential items and also to showcase the products developed by student owned start-ups. The start-ups in the University and colleges shall be encouraged to created consumable items under the umbrella of the University.

- The University shall create facilities such as addition of more water bodies within the existing campus to balance the aesthetics and environment.

Long-term Goals

Appropriate Infrastructure for Futuristic Approaches

- State-of-the-Art Research Innovation and Assessment Centre for Sustainable Development that can act as a think tank for the government.

- Central Instrumentation Facility and provision for super-computing facility.

- DU Satellite System: This may be a revolutionary step in the field of scientific research, innovation, commercial application, national security and defence, telecommunication, GPS system and navigation, remote learning and distance education, global digital connectivity, etc. Services may be hired from ISRO like organisations for this initiative.

- Lifelong education models for emerging technologies; flexible, modular courses for enhancing or updating students' skills throughout their careers may be created.

- Infrastructure with emphasis on competency-based assessments, based on students' skills. Continuous and formative assessments such as projects and peer reviews, to replace traditional assessment system.

- Teacher Augmentation for Professional Development in the age of AI.

- High-Performance Computing Infrastructure: Cloud and Edge computing services for intensive AI computations and real time learning.

- Reliable and High-Speed Internet Connectivity for seamless operation for remote learners.

- Data Storage and Security Management

- Artificial Intelligence Driven Teaching-Learning and Administrative Infrastructure

- Low-Cost Devices for students and educators, ensuring equitable access to the AI-powered learning systems.

- Institutions shall aim to reduce their environmental footprint of digital infrastructure.

- Cybersecurity and Resilience to address AI-specific threats, for data protection and continuity during system failures or cyber-attacks.

7.2. Library as a Learning Resource

Short term Goals

- DULS shall expand digital resources along with digitalization of tangible knowledge resources.

- Creation of 24 x 7 study spaces, integration of advanced technology for research, and establishment of a user feedback system shall be implemented.

Mid-term Goals

- An Innovation Lab focused on emerging technologies like AI, blockchain, and VR shall be encouraged for creative exploration through Hackathons and challenges, promoting problem-solving within the academic community.

Long-term Goals

Futuristic Library System for Digital and AI Age

- AI-powered search functionalities, Tailored recommendations, AI-supported research initiatives

- Virtual tours of libraries, AR for immersive learning experiences, Virtual spaces for collaboration

- Automated systems for book retrieval, Self-service kiosks and chatbot assistance, Automated processes for inventory management and sorting

- Intelligent study environments, Real-time resource availability tracking, Services based on user location

- Complete digitization of library collections, Open access to knowledge repositories, Blockchain for managing digital rights

- Customizable digital platforms, Support for multiple languages, Integration with mobile and wearable devices

- Hubs for interdisciplinary research, Maker-spaces with integrated technology, Platforms for global knowledge sharing

- Energy-efficient operational models, use of eco-friendly materials

- Advanced biometric security measures, enhanced data privacy and security protocols, AI-driven cybersecurity solutions

- On-demand content access, Real-time data streaming

- Permanent academic record management, Intellectual property ownership verification through Block-chain

7.3. IT Infrastructure

Short-term Goals

- Network and connectivity, Hi Speed Internet, Wi-fi Coverage, LAN Infrastructure and VPN for remote access, e-learning content development tools, Academic Record Block Chain, IT-help Desk. Infrastructure for e-office, Improvement of My DU portal, Paperless work and cashless transactions.

- Smart classrooms with smart dais and digital attendance systems, Computer work Stations, Server and Storage devices, Video Conferencing Rooms, Learning Management System and Student Information System, CCTV coverage and Biometric Installation, Data Encryption, Strengthening of e-mail and SMS services, Smart library and user-friendly mobile application, Integration of health and wellness technologies.

Mid-term Goals

- Design an adaptable IT framework that can evolve with the University's needs over the next 10-15 years. Ensure that data centres, cloud systems, and network infrastructure remain capable of accommodating future technological advancements and increased demand. Air quality and emission control systems, Smart transportation solutions

- Embrace a cloud-centric strategy for storage, software, and services to boost flexibility, cost-effectiveness, and scalability. Establish a robust hybrid cloud system that leverages both on-premises and cloud resources for mission-critical applications.

- Create technology-enhanced smart classrooms with interactive displays, video conferencing, and collaboration tools to support hybrid and virtual learning. Invest in AR/VR labs to provide immersive educational experiences, Learning management platform

- Develop a comprehensive digital platform that seamlessly integrates all University services, including admissions, course registration, libraries, housing, and alumni functions. Offer mobile apps and portals for easy access to resources and administrative tasks.

- Implement energy-efficient data centres and adopt eco-friendly technologies to lower the University's carbon footprint. Use smart building management systems to track and optimize energy consumption across campus facilities.

- Develop IT support systems featuring 24/7 help desks, chatbots, and self-service kiosks for students and faculty. Ensure inclusivity through digital strategies that address the needs of diverse student populations, providing equal access to resources.

Long-term Goals

- Create sustainable budget plans to continuously upgrade IT systems while exploring emerging technologies such as quantum computing, 5G, and blockchain for knowledge certification. Collaborate with industry and tech leaders to secure funding, drive research, and ensure the long-term growth of IT infrastructure.

- Establish a centralized data repository with sophisticated analytics tools to monitor academic performance, research outputs, and institutional effectiveness. Harness AI and machine learning for predictive insights into student engagement and retention.

- Build high-performance computing (HPC) systems to support cutting-edge research in data science, AI, machine learning, and bioinformatics. Foster collaboration by creating global knowledge-sharing networks and virtual research environments.

- Build or upgrade an advanced, integrated LMS to improve digital learning, collaboration, and assessment. Facilitate personalized learning and data-driven insights to elevate educational outcomes for students and educators.

7.4. Maintenance of Campus Infrastructure

Short-term Goals

As a short-term target, the following maintenance activities shall be needed for campus infrastructure:

- Routine maintenance for heritage blocks and other buildings
- Road and garden infrastructure need to be maintained on regular basis
- Classrooms, Laboratories and Labs Maintenance
- IT and digital Infrastructure Maintenance
- Electric and electronic systems maintenance
- CCTV and Manual security system maintenance
- Residential and cafeteria maintenance
- Library and Documentation centre maintenance
- Renovation of sports complex and conference centres

Mid-term Goals

The infrastructure which has been just created shall need maintenance. This can be included in mid-term maintenance of campus infrastructure

- Smart system maintenance- Classrooms, labs, IT system, etc.
- Sustainable Infrastructure like energy and emission systems
- Smart classrooms and audio-visual system maintenance
- Games and sports facility maintenance
- Scalable and Future
- Cloud-First Approach
- Smart E-Learning Environments
- Unified Digital Campus
- Sustainable Green IT
- Student-Centric IT Support

Long-term Goals

The following system which are to be created in long term shall need long term maintenance plan:

- Long-Term Investment in Emerging Technologies
- Advanced Data Management and Analytics
- Research and Innovation Infrastructure
- Integrated Learning Management Systems (LMS)
- Digital Transformation and AI Integration
- Virtual and Augmented Reality (VR/AR)
- Robotics and Automation
- Smart Space and IoT Integration
- Digitization and Global Access
- Enhanced User Experience
- Collaborative and Interdisciplinary Learning
- Sustainability and Green Technology
- Security and Privacy Enhancements
- Subscription and Streaming Services
- Blockchain for Knowledge Certification

8. Digital Enablers

Embracing the vision of Digital India, the University has pioneered the Samarth e-Gov platform, a ground-breaking solution within the digital public infrastructure. Leveraging the power of technology, this platform seamlessly integrates and supports the entire lifecycle of students and employees, transforming administrative processes and enhancing both transparency and competency.

8.1. Digitalization of University of Delhi through Samarth e-Gov

Samarth e-Gov, as a secure, reliable, and scalable system with nine core modules and 40+ sub-modules, has seamlessly transitioned the University in implementing e-governance.

University Samarth Modules implemented are shown below:

The University has developed the following additional digital initiatives:

- Online Ph.D. submission and evaluation. The portal enables digital submission of thesis along with step-wise real-time tracking of evaluation progress.

- Digital Library and E-Resources Access System: The University has developed a centralised digital system that provides students and faculty seamless remote access to academic journals, e-books, research databases, and multimedia resources. It is also available on popular mobile platforms.

The University envisions to make significant strides in its digital initiatives for effective e-governance through the following goals:

Short-term Goals

- Integration of the isolated online services such as Central Placement Cell (CPC), Endowment Fund, Career Advancement Scheme (CAS)-based promotions with the core framework.

- A centralised notification system shall be used to ensure minimal use of papers for day-to-day and official communication.

- Provisioning an AI-driven chatbot to provide assistance for various online services.

- Policy for using the core platform to bring the paperless office into practice.

- Cyber-security policy enforcement to protect all the stakeholders.

- Implementation of Cyber Crisis Management Plan (CCMP).

- Identifying gaps and unifying public information on a central web portal/ website.

Mid-term Goals

- The University shall strengthen the existing recording and broadcast facilities to record dialogues and lectures.

- An integrated and centrally controlled digital identity system for physical access to libraries, labs, and other designated spaces for effective resource utilisation.

- Constant dissemination of cyber security awareness information through workshops and meetings for all the stakeholders.

- Continuously reinforcing the cyber security infrastructure as per the evolving guidelines issued by CERT-in.

- Implement a core communication system for the University.

- Provisioning of an online Open Journal System for all the departments and colleges.

- Starting of online internal assessment system to automate various types of assessments.

- Provisioning of Digital Accessibility Tools for teaching and learning.

Long-term Goals

- Identification of a suitable technology provider to cope with the growing and diverse technology requirements of the University.

- An autonomous platform to analyse and predict student enrolment, progression through AI/ML generated patterns, and integrate with national platforms like Digi-locker for seamless document verification and fraud detection.

- Comprehensive exam management solution with responsive, global reach, incorporating adaptive learning technologies and predictive analytics.

- The learning platform shall evolve into a comprehensive learning ecosystem, empowering global learners with diverse, high-quality educational content and certification opportunities.

- Setting up a University's knowledge repository and integrating it with all social media platforms of the University.

Concluding Notes

The Institutional Development Plan (IDP) of the University of Delhi serves as a comprehensive strategic blueprint, steering its growth and transformation in alignment with its core vision and mission. It underscores the University's unwavering commitment to achieving its short-term, mid-term, and long-term objectives. The IDP addresses critical facets of operations of the University across eight key Enablers—governance, academics, research, human resources, finance, networking and collaboration, physical and digital infrastructure. These prospective goals have been formulated with a pragmatic and phased approach, ensuring both feasibility and tenability. However, it is pertinent to recognize that the categorization of these goals necessitates continuous monitoring and dynamic revision to remain relevant. The inherent flexibility of the plan allows it to adapt to emerging challenges and capitalize on new opportunities, ensuring that the University remains at the vanguard of educational innovation and excellence. Through dedicated execution, rigorous evaluation, and periodic updates, the IDP will enable the University to ascend as a distinguished leader in higher education as well as a role model for the other institution, fostering an empowered academic community and significantly contributing to societal advancement.

UNIVERSITY OF DELHI