

UNIVERSITY OF DELHI
ORDINANCE XX-__
DELHI SCHOOL OF ANALYTICS

Preamble

Data is King and one who masters data will rule the world. 1.7 MB of data was created every second by every person during 2020. 90% of the world's data has been created only in the last two years. It is predicted that 463 exabytes of data will be generated each day by humans as of 2025. Such facts show that data driven decision making has now been vital for the effective functioning of every organization, and more generally, for society at large.

Machine learning, big data and artificial intelligence form the pillars of the emerging discipline of data science and mastering them is indispensable to drive economic development in the 21st century. To ensure that one is not left behind in this digital era, Delhi School of Analytics (DSA) intends to set up a world class platform in the field of data analytics and decision sciences for creating academic opportunities for young scholars, imparting training for capacity building, providing research and consulting in order to create optimal solutions for complex business and social problems as well as promote and support the spirit of innovation and entrepreneurship in the field of deep tech.

The aim is to blend cross functional knowledge with contemporary analytical techniques so that the businesses and professionals can take better and more well-informed decisions. Thomas Davenport in his book titled, "Competing on analytics: The new science of winning", claims that a significant proportion of high-performance companies have high analytical skills among their personnel. Similar view is endorsed in a recent article published in MIT Sloan Management Review which covers a survey of nearly 3000 executives.

The scope of data analysis within business is infinite. A qualified Data Scientist can contribute to the success of a business in several ways. Data and business analytical skills are disrupting the business environment and creating more opportunities in every industry and function. Hence, DSA is committed to develop professionals for the industry by equipping them with the necessary knowledge and skills for the Analytics industry having a futuristic view.

The Need

The job outlook for Business Analytics professionals is extremely positive for the coming decades. Companies are looking for dynamic and specialized professionals that come from diverse backgrounds such as business, engineering, technology, economics, mathematics, and applied sciences who can identify, collect, analyze, interpret, and transform data to drive value and innovation, and execute it in diverse industries like finance, healthcare, consumer goods and high-tech etc. Organizations that fail to recognize the disruptive power of data science will be rapidly left behind. The biggest obstacle in adopting analytics is the lack of knowhow about

using it to improve business performance. There is an increasing demand for professionals with these valuable skills in a wide range of industries, and currently there is a shortage of such professionals. It is high time to start filling this gap by developing numerous analytical minds.

With the creation of social media platforms over last one and a half decade, data for almost all the sectors is becoming more voluminous and relatively unorganized. Analyzing big data for decision making is therefore quite complex and the use of artificial intelligence and machine learning (AI-ML) is almost inevitable. Recent job reports suggest that AI-ML based data analytics will be one of the fastest growing fields and shall account for almost 50% of employment within the next 5 years. Hence, there is an emergent need for setting up a world class school of analytics which can help in capacity building and developing professionals for future jobs. Developing an ecosystem for innovation and entrepreneurship in data analytics is equally important. DSA shall strive to meet these needs with a focus on quality and a resolve to achieve excellence.

Vision

The broad vision of the proposed DSA encompasses the following aspects of creation and dissemination of knowledge:

- The DSA will function to create a world class centre of excellence involved in creation and dissemination of knowledge in the fields of data analytics, decision sciences, AI-ML and related areas. The school inter alia shall work on application of these data techniques for finding optimal solutions to critical problems facing businesses as well as society.
- The DSA activities shall involve cross functional integration and inter-institutional collaborations.
- In the process of creation and dissemination of knowledge as well as its practical applications, the DSA will specially focus in domain areas of Economic and Finance, Business Management, Law, Environment and Applied Sciences. Other domain areas may be added as and when the school develops the necessary infrastructure and network for handling problems in those areas.
- The DSA envisages promote the spirit of innovation and entrepreneurs in the field of data sciences, business analytics and other related areas to strengthen the start-up India initiatives of the government.
- The DSA will emphasize on application based knowledge generation and dissemination which will have visible societal impact.

Objectives

The school shall have the following principal objectives-

- To offer short-and long-term certificate, diploma and degree programmes which shall equip participants with the required data and business analytical skills and prepare them for future leadership positions involving greater responsibilities.

- To blend classroom and technology-aided learning for preparing data scientists who can handle large and complex data sets.
- To promote entrepreneurship by creating a platform for linking incubates, mentors and fund providers.
- To build a research platform for exploring new data analytical techniques and contribute to the body of knowledge by publishing research in high impact journals.
- To undertake projects and research studies which offer long-term and innovative opportunities for both researchers as well as practitioners.
- To develop human potential by undertaking training and faculty development programs.
- To develop a platform for providing consultancy to different business and social sectors so that optimal solutions can be provided for their problems.
- To develop networks with international and local academic and research institutions, companies and social organizations, Government agencies and innovation platforms in order to create desired exposure for the participants and exploit global opportunities.

2. Governing Structure

The governance of the DSA shall be carried out through the following bodies under the overall control and supervision of the Governing Council of the Institution of Eminence (IoE) and the Executive Council of the University. There shall be the following governing structure:

2.1. Governing Body

2.1.1. Constitution of the Governing Body

There shall be a Governing Body for the management of the DSA which shall comprise:

- i. Vice Chancellor or his nominee - Chairperson
- ii. Chief Executive Officer, IoE - Co-Chairperson
- iii. Finance Officer (Ex-Officio)
- iv. Registrar (Ex-Officio)
- v. One Dean from the Faculty of Applied Social Sciences and Humanities, Mathematical Sciences or Interdisciplinary and Applied Sciences by rotation.
- vi. Two eminent scholars of international repute from outside the University of Delhi to be nominated by the Vice Chancellor/Governing body, IoE.
- vii. Two Representatives of the leading institutions in the field of Business and Financial Analytics, Data Analysis and Decision Science to be nominated by the Governing Council, IoE
- viii. Up to two members from the Government, Corporate Sector and Civil Society to be nominated by the Governing Council, IoE
- ix. Director/Joint Director- Member Secretary

2.1.2. The Term

Except for the ex-officio members, all other members of the Governing Body shall have a term of two years. The Governing Body shall meet at least once in the financial/academic year. The quorum in the meetings of the Governing Body shall be one third of the total membership.

2.1.3. Functions of the Governing Body

Subject to the overall control of the Governing Council of the IoB, the Governing Body shall exercise the following functions:

- i. Recommend the appointment of the Director and Joint Director to the Governing Council;
- ii. Appoint/invite Faculty/Fellows/Associates for non-tenured positions at various levels of seniority on the recommendations of a Selection/Screening Committee approved by the competent authority.
- iii. Approve academic proposals, programmes, outreach activities and research projects;
- iv. Consider and approve faculty/staff requirement, create positions and initiate steps for making appointments;
- v. Consider and approve infrastructural requirements and make arrangements for their acquisition; consider and approve the annual report of the School;
- vi. Consider and recommend the annual budget of the School for the approval of the Governing Council of the IoB;
- vii. Consider and recommend the annual accounts and audit report for approval of the Governing Council of the IoB;
- viii. Make such rules, as it may consider necessary, for regulation and smooth functioning of the School;
- ix. Exercise such other powers and functions, as may be assigned by the Governing Council of the IoB from time to time;
- x. To appoint, suspend or terminate the services of administrative, academic and non-academic staff of the School and to determine the emoluments and conditions of service: provided, however, that the qualifications for appointment, emoluments, and conditions of the service of such persons shall be in accordance with those laid down by the Governing Council of IoB and reported to the Executive Council for similar posts in the University;
- xi. To appoint or terminate the services of non-academic staff on contract basis on the recommendations of a Committee appointed for the purpose after approval by the competent authority.
- xii. To determine the infrastructure requirements, including building, make arrangements for procurement and consider the recommendations of Committee appointed for the purpose after approval by the competent authority.

- xiii. Affiliate these individuals, groups and organizations involving students, teachers, researchers of this and the other Universities, policymakers and private practitioners who are engaged in the activities that are of interest to the School; such individuals, groups and organizations will be eligible for financial and other assistance from the School, subject to the approval of the Governing Body on a case to case basis.

3. Office Bearers

3.1. The Director

- i. There shall be a Director with distinguished credentials in the field of Business and Financial Analytics, Data Analysis and Decision Sciences who shall be the Head of the School appointed by the Governing Council, IoE on the recommendation of the Governing Body. The Governing Body shall define the qualifications and procedure for appointment of the Director. The term of appointment of Director shall be 5 years. The Director shall be eligible for appointment for another term.
- ii. However, in order to meet the pressing needs of the School, the Vice Chancellor may appoint a Director for a duration as mentioned in the appointment letter and report the same to the Governing Council, IoE. Till such time a Director is appointed, the Vice Chancellor may appoint an Honorary Director and report the same to the Governing Council.
- iii. The Director shall function under the overall control of the Governing Body. S/he will be responsible for the management and administration of the School in accordance with the Act, the Statutes, the Ordinances, the rules and regulations of the University.
- iv. The Director/Joint Director shall act as:
 - Member Secretary of the Governing Body;
- v. The Director shall be authorized to maintain and operate an Imprest Account for meeting day to day expenditure of the School.
- vi. In the absence of the Director, the Joint Director shall perform all such functions and responsibilities which are vested with the Director under the Ordinance.

3.2. Joint Director

- i. There shall be a Joint Director with distinguished credentials in the field of Business and Financial Analytics, Data Analysis and Decision Sciences appointed by the Governing Council on the recommendation of the Governing Body. However, in order to meet the pressing needs of the School, the Vice Chancellor may appoint a Joint Director and report the same to the Governing Council.
- ii. In case the Joint Director holds a substantive position as a Professor of the University or equivalent position in the University/College of the University, s/he shall hold the position of Joint Director in addition to her/his regular duties at his/her parent Department/Institution/College.

- iii. The term of the Joint Director shall be up to three years which may be renewed.

3.3. Officer on Special Duty (OSD)

- i. The Vice Chancellor may appoint an OSD in consultation with CEO, IoE to assist the Director/Joint Director in the discharge of functions entrusted to her/him by the Governing Body, CEO and/or the Vice Chancellor.
- ii. In absence of the Director/Joint Director, OSD shall discharge the functions vested with them with approval of the CEO.

4. Webmaster

- a) There shall be a Webmaster to develop, manage and administer the online platform of the School.
- b) A Webmaster shall be appointed by the Governing Body in accordance with the rules and regulations of the University.
- c) The Governing Body shall have discretion to outsource the functions of the Webmaster to an individual/agency on contract basis.
- d) The salary and other monetary compensation for the Webmaster's position shall be decided by the Governing Body within the existing rules and regulations of the University.

5. Faculty members/Fellows/Post-doctoral Fellows, and Research Associates

The School shall have Faculty members appointed as per the relevant rules of the University. The School shall also have Visiting Faculty/Fellows/Post-doctoral Fellows, and Research Associates, the number of which will be determined by the Governing Body from time to time.

i. Visiting Fellows/Faculty:

- a) Scholars who have made notable contributions in the field of Business and Financial Analytics, Data Analysis and Decision Sciences and the allied fields or those who have the research and teaching experience in the of Business and Financial Analytics, Data Analysis and Decision Sciences may, with the recommendations of Governing body and approval of the Vice Chancellor be invited as Visiting Fellows/Faculty.
- b) Visiting Fellows/Faculty may be invited for a period up to one year and not less than two weeks to deliver a course or lectures or take seminars or participate in such other activities that help in advancing the teaching and research work of the school. In exceptional circumstances, the duration may be extended to a maximum period of three years, with the approval of the Governing Body and the Vice Chancellor. They shall, however, not be members of any statutory committee of the School or of the University.

- c) The Vice Chancellor will determine, with the approval of Governing Council, other terms and conditions as may be required, including the emolument of the appointments.

ii. **Distinguished Fellows:**

The Vice Chancellor on the recommendation of the Governing Body may designate eminent experts in the field of Business and Financial Analytics, Data Analysis and Decision Sciences and allied fields associated with the School as Distinguished Fellows.

iii. **Affiliate Fellows:**

Teachers and researchers of the University of Delhi's Departments/Colleges/Centres/other institutions or organizations including government departments may be considered for Fellowship for specific periods by the Governing Body for enabling them to work on specific research projects for a specific period. They may continue working in their respective parent departments/colleges/institutions and at the same time locate their research projects in the School and participate in its programmes.

iv. **Fellows on Secondment/Transfer/Deputation:**

- a) On the recommendations of the Governing Body, Fellows already in the employment of the Departments/Centres, Colleges or other institutions of the University of Delhi may be placed in the School on secondment/transfer or deputation for a specific period with full pay protection. They shall also be entitled for all allowances and benefits as applicable including continuity of service prior to their placement in the School.
- b) In the event of a Fellow being selected from outside the University, such appointment shall be for a specific period on terms and conditions as decided by the Governing Body of the School.

v. **Associates:**

Teachers/Research Scholars working in University Departments/Colleges/Centres will be considered for affiliation as Associates of the School for a specific project for a specific period by the Governing Body.

6. Finances

- i. All expenditures of the School such as on the web management and conduct of teaching/research/outreach, seminars, research projects, publications, administration and other support activities shall be made as per the budget and allocations approved by the Governing Council.
- ii. All financial operations shall be conducted according to the rules and regulations of the University of Delhi.
