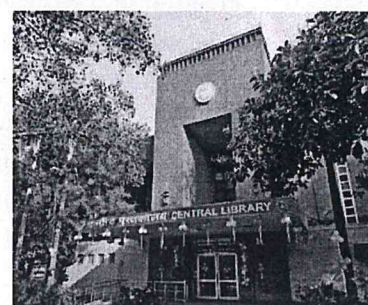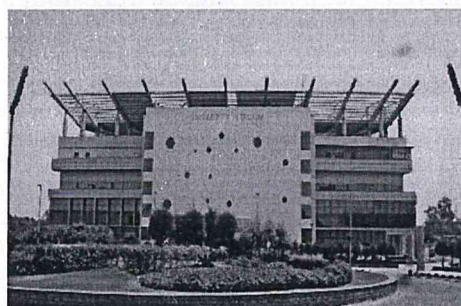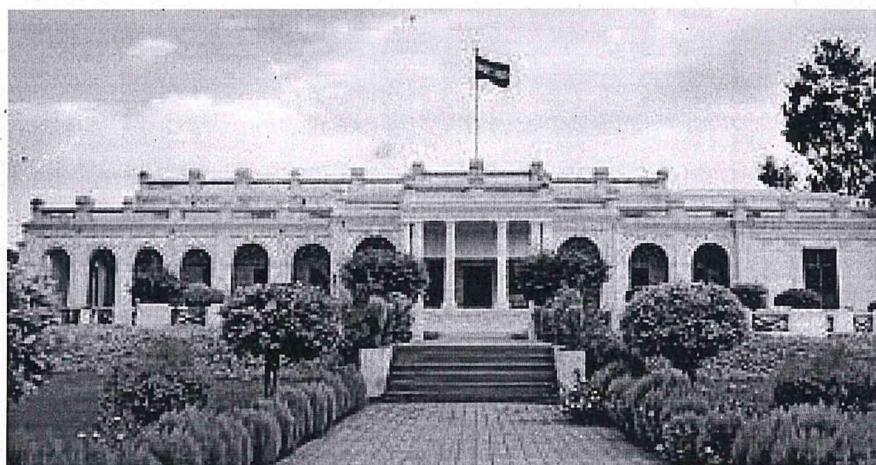**STRATEGIC PLAN 2022-2047**

UNIVERSITY OF DELHI

PREFACE

University of Delhi which has now successfully completed its 100 years of existence, continues to evolve every day, defined not just by our achievements but by the unique character of our fraternity. The University of Delhi established in 1922, has a proud history of discovery, innovation, and social change. Our motto **"Nistha Dhriti Satyam"** is as relevant today as when we were founded. However, the world is now a very different place. As the world has evolved, so have we. As we have grown, so have our ambitions. Now we do not just want to understand the world, we want to change it. We believe in bold action and are unified in the knowledge that we can transform the world we live in for the better.

The future human capital generated will be defined and driven by the University's move from excellence to eminence. Making that move requires a strategic vision and a clear path to achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence, and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the University remains vital, sustainable, and accountable.

The strategic planning at The University of Delhi is founded in the overarching principles of the institution's vision, mission, and values.

Vision

The University of Delhi proposes to be the world's eminent public educational institution, solving problems of significance to India in particular and the world in general.
Be an internationally acclaimed University, recognized for excellence in teaching, research and outreach; provide the highest quality education to students, nurture their talent, promote intellectual growth and shape their personal development; remain dedicated and steadfast in the pursuit of truth aligned with the motto of the University of Delhi *"Nishtha Dhriti Satyam"* and serve humanity through the creation of well-rounded, multi-skilled and socially responsible global citizens.
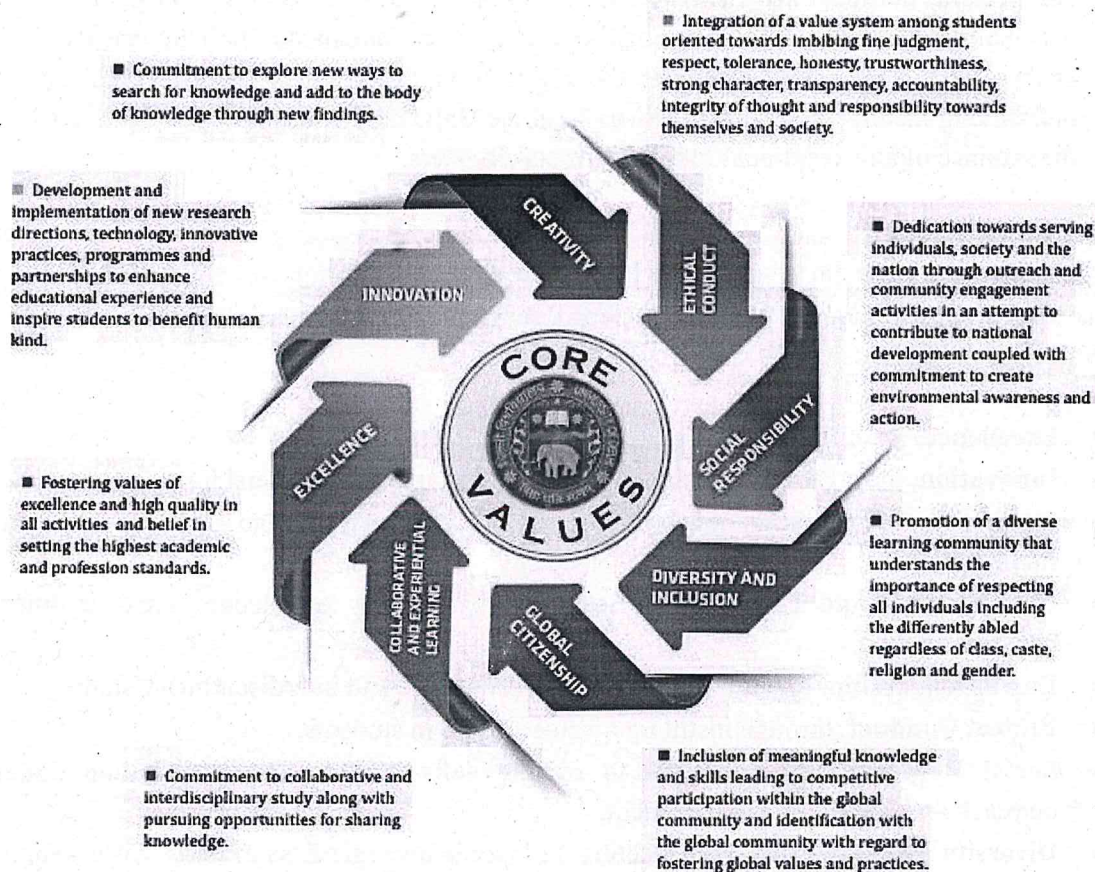
Mission

We exist to advance the well-being of the people of India and the global community through the creation and dissemination of knowledge. The University visualizes its graduates as capable and enabled individuals, endowed with skills to offer sustainable solutions to a broad range of issues.

To provide best quality education to students regardless of their socio-economic background, nurture their talent, promote their intellectual growth and shape their personal development. Known for the highest academic standards, the University of Delhi offers a congenial academic environment to the brightest students and an outstanding faculty. Given its illustrious past, the University's inspiring present holds the promise of an exceptional future for its stakeholders.

Core Values

The University of Delhi is guided by its Core Values in delivering its Mission and pursuing its Vision. Cultivating and Upholding Core Values in Our Students is important. The Core Values of the University are:

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

Commitment to explore new ways to search for knowledge and add to the body of knowledge through new findings.

Integration of a value system among students oriented towards imbibing fine judgment, respect, tolerance, honesty, trustworthiness, strong character, transparency, accountability, integrity of thought and responsibility towards themselves and society.

Development and implementation of new research directions, technology, innovative practices, programmes and partnerships to enhance educational experience and inspire students to benefit human kind.

Dedication towards serving individuals, society and the nation through outreach and community engagement activities in an attempt to contribute to national development coupled with commitment to create environmental awareness and action.

Fostering values of excellence and high quality in all activities and belief in setting the highest academic and profession standards.

Promotion of a diverse learning community that understands the importance of respecting all individuals including the differently abled regardless of class, caste, religion and gender.

Commitment to collaborative and interdisciplinary study along with pursuing opportunities for sharing knowledge.

Inclusion of meaningful knowledge and skills leading to competitive participation within the global community and identification with the global community with regard to fostering global values and practices.

Fostering Ethical Foundations: Cultivating and Upholding Core Values in Our Students

QUALITY POLICY

The University of Delhi is committed to imparting quality education and strives to be a globally recognized center of excellence in higher education. It aspires to achieve it by:

- Ensuring topical and relevant teaching curriculum;
- Adept delivery mechanism;
- Relevant research and consultancy;
- State-of-the-art infrastructural and learning resources
- Choice-based credit courses to enhance multidisciplinary education
- Active involvement of stakeholders and industry experts in decision making;
- Creation of a congenial and conducive student-centric work environment; and
- An effective governance system.

4

Strength, Weakness, Opportunity and Challenges (SWOC)

Institutional Strength

The University of Delhi sustains global standards and best practices in higher education and research. It boasts of illustrious alumni who have made a strong mark across domains. It offers a diversity of well- structured educational programmes taught by distinguished faculty, a wide range of co-curricular activities, and a productive and creative work ethos that attracts students from across the country and abroad. The educational programmes of the University are widely acknowledged for innovative teaching-learning pedagogies. The University revels in promoting a strong research culture for achieving excellence in research and innovation through novel research paradigms. A dynamic, highly coordinated administrative structure of participative management and academic liberty has helped attain a status of excellence in teaching, research and social outreach.

The University has a well-endowed pool of distinguished faculty, many of whom have been honoured with prestigious awards and recognitions such as Padma Bhushan, Padma Shree, FNA, FNASc, Visitor Award for Innovation, Shanti Swarup Bhatnagar Award and many others, as also with Honorary doctorates from foreign and Indian Universities. Also, some of them have been elected as Fellows of distinguished Societies/Academies. Many of them also serve on important Government advisory committees. As per SCOPUS database, the h-Index of the University is 164, one of the highest among Indian Universities.

Institutional Weakness

For a large university like Delhi University, systematic and meticulous planning ahead is extremely important. The significance of Delhi University as a public university lies in its commitment to provide quality and affordable education to students from across the country. In the past 100 years of its existence, Delhi University has earned the reputation of being the foremost university in the country offering leading edge courses at the under-graduate and post-graduate levels and producing path-breaking research despite constraints of resources and infrastructure. The enormity of challenges that the university has been facing over the past several years cannot, however, be ignored. The large numbers of students that the university attracts place an extraordinary responsibility on the teachers. Teaching classes of sizes ranging from 100 to 600 students, conducting examinations, and evaluating scripts is so time-consuming that research often becomes secondary. It is important for the university to work towards developing infrastructure and resources that would enable it to constitute itself into a research university, where the research done by faculty feeds into the form and content of teaching and pedagogy. It is important that this goal be achieved without compromising on the commitment of the university to the constitutional goals of social justice and equality. The four areas in which the university faces challenges pertain to 'infrastructure', building a vibrant and enduring

'research eco-system', making the 'disciplines' dynamic, and facilitating a robust teaching/learning environment. All the four are long-term

ACCOMODATION FACILITIES
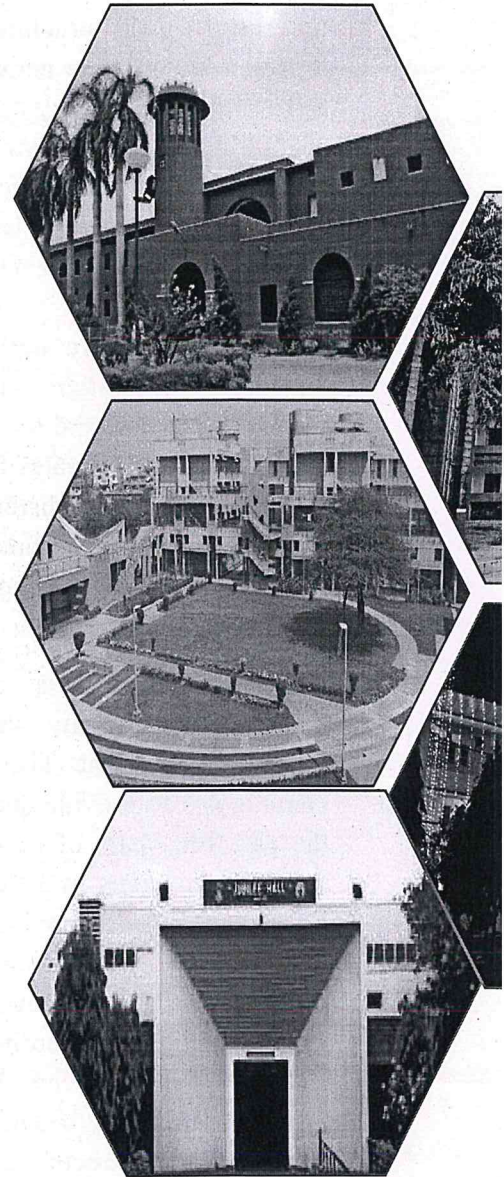
comprehensive goals that are interrelated and one cannot be pursued at the expense of another. The enhancement of all four is in turn dependent on the resources that the university can mobilize to ensure that the lofty goals inscribed in the vision plan have a realistic possibility of being achieved.

The University of Delhi is renowned for its academic calibre that attracts a large number of students from the country. Keeping abreast of the growing needs of its ever increasing student community and staff, there is a requirement of more hostel accommodation for students, on-campus accommodation for local and international faculty and nonteaching staff, and expansion of infrastructure including space for new state-of-the-art laboratories/incubation centers. There is a need to develop mechanisms for increasing student employability across all streams, strengthening systems to convert research outcomes into technologies and generating financial resources through technology development and transfer, and enhancing its global ranking.

Institutional Opportunity

The University has the potential to increase inter-disciplinarity in curricula and application-oriented components of its educational programmes, through innovative mechanisms such as by having courses beyond classroom learning to generate human resources with skill sets that would enhance their employability. The University Research/Innovation Grants to Department faculty and college teachers need to be continued and strengthened further for their applied component to facilitate technology development, social outreach and find solutions for global challenges. Policy for providing incentives for research needs to be further strengthened. Initiatives for environmental conservation can be diversified and expanded for enhancing Green Ranking.

Institutional Challenge

The University of Delhi comprises of 16 Faculties, more than 80 Departments Centres and Colleges. It offers more than 500 programmes, which include under-graduate programmes offered by constituent colleges, post-graduate programmes (Masters, and Ph.D.) and Certificate and Diploma courses. Given the gigantic structure and emphasis on maintenance and up gradation of teaching and research as per global academic standards, the University requires sustenance of adequate financial support and continuous implementation of administrative reforms in order to reach global best. Facilitating consistent upgradation to reach international standards of excellence in future remains a greater challenge.

This strategic plan builds on our foundation in three intersecting themes for impact, all with local and global impact:
1. **Developing talent for a complex future**
2. **Advancing research for global impact**
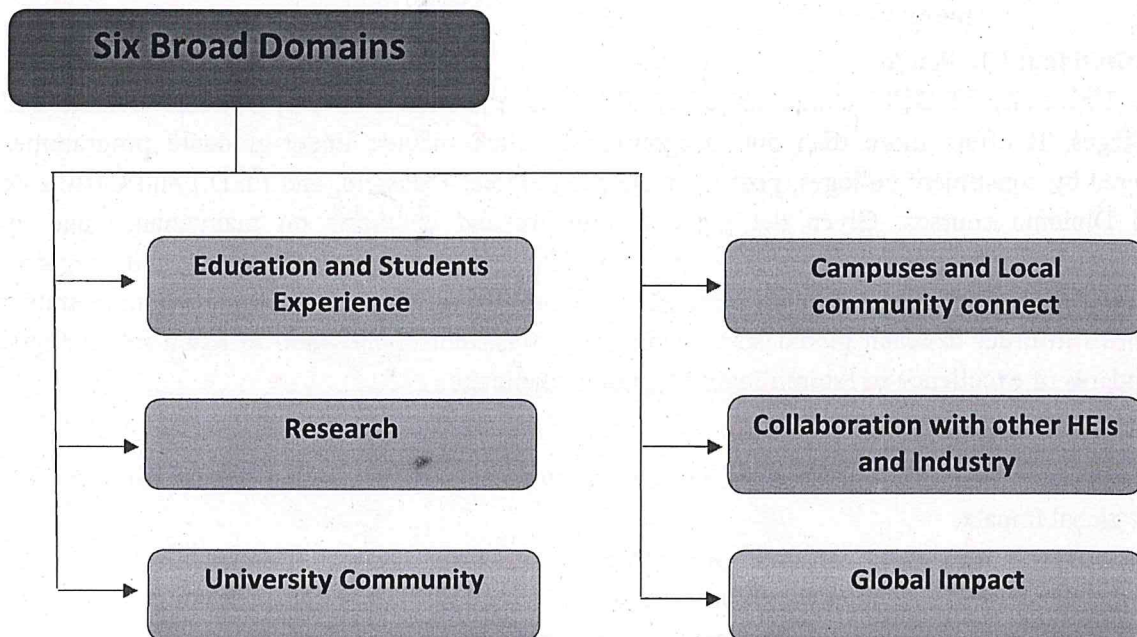3. **Strengthening sustainable and diverse communities**

We are committed to transforming how we teach and learn. We are committed to supporting fundamental research as well as collaboration across research disciplines. We will empower future-ready talent who will realize their fullest potential through richer student experiences that only University of Delhi can provide. It is at the intersections of these three theme areas that the University of Delhi is uniquely positioned to produce talent and knowledge to drive societal, environmental, and economic well-being.

We will leverage our global employer network to power international and interdisciplinary innovations as our brightest minds build relationships with policy-makers, community members, and business people from around the world. We know the most urgent issues of our time, from climate change to automation and the growing young population which requires capacity building for employment.
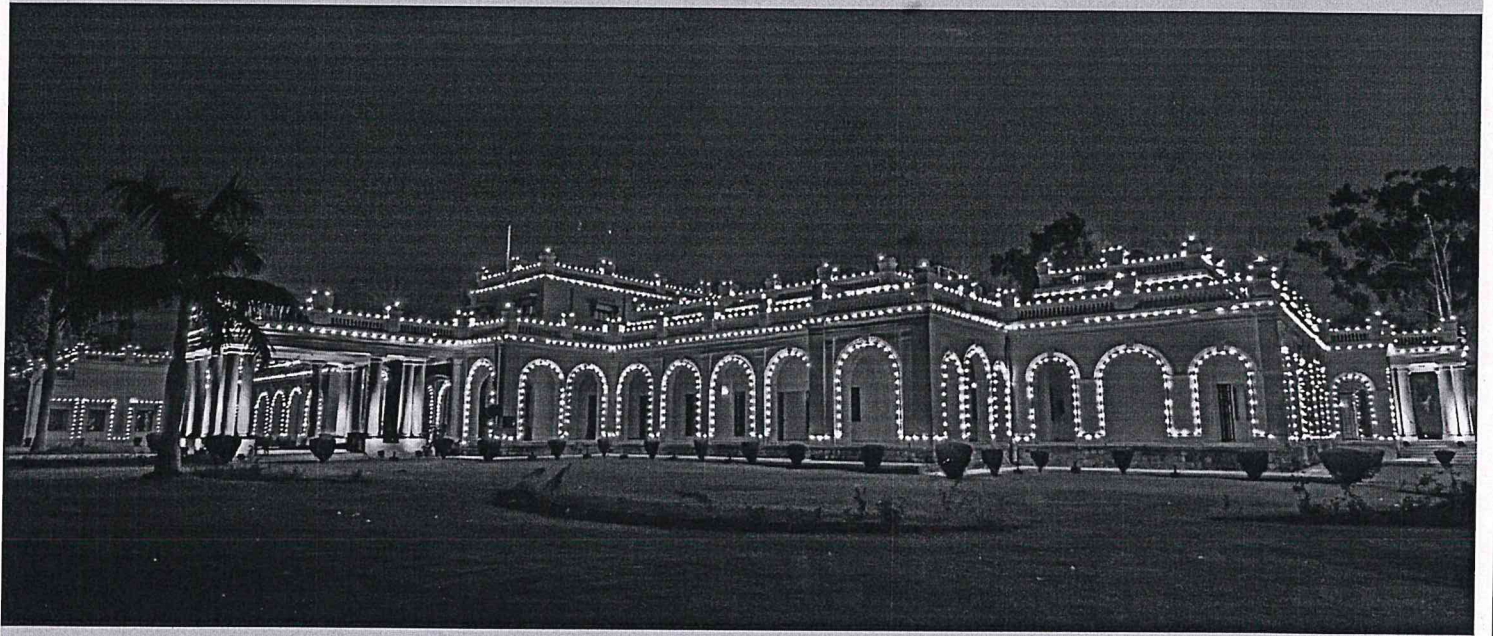
STRATEGIC VISION OF UNIVERSITY OF DELHI

The University's strategic vision – *strengthen our position as a leading multidisciplinary research-intensive university delivering economic, social, and cultural benefits. Excellence, innovation and an entrepreneurial spirit will be at the core.*

As set out in Envisage DU 2047 via six goals keeping in mind the core parameters of Branding, Resource Generation, Philanthropy, Globalization

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                    │  Six Broad Domains   │
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│ Education and Students │              │  Campuses and Local   │
│      Experience        │              │  community connect    │
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│       Research         │              │ Collaboration with    │
│                        │              │ other HEIs and Industry│
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│  University Community  │              │     Global Impact     │
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STRATEGIC ACTION

Upgradation of teaching and Research Infrastructure

Reinforcing buildings with tech-enabled classrooms that allow remote connectivity, and libraries with robust access to journals, e-books, data platforms, workstations, and common areas, are the foundations on which a university system can endure. Having an efficient and accessible infrastructure is essential for a dignified work environment. This includes having clean toilets, and canteen facilities. Building an enduring infrastructure requires resources – both for initial installation and periodic renewal and reinforcements, which in the long run cut should be cost-effective. The energies of the administrators and university leaders must be directed towards obtaining these resources collectively and creatively–from alumni, endowments, CSR, government funding etc.
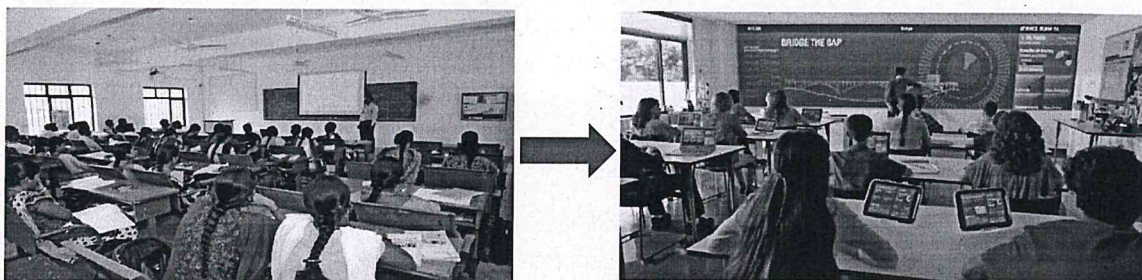
TO DEVELOP SMART CLASSROOMS

To improve Research eco-system

A university will have no distinctive identity unless it is recognized for consistent and substantial research which is recognized in the public domain. For this to happen, it is necessary that an eco-system conducive to research is put in place and recruitment in the university is done based on the proven potential of a candidate to contribute to the university through research and publication. It is necessary that the infrastructure for research including periodic leave to teachers for research must be provided alongside conducting a regular audit of research and publication. Collaborations with universities in the country and abroad, graded incentives for publication, and 'research labs' within Departments and colleges must be encouraged. Regular presentation of faculty research in workshops in the colleges & Departments must be encouraged. Research Festival can be organized Annually to display of research activities which can serve as a platform for showcasing research activities, exchange of ideas and establishing collaborations. The importance of strengthening the research program cannot be emphasized enough. Research students are an integral part of a Department and the quality of research produced at the doctoral level is a reflection of the vitality of the discipline and the robustness of the research

environment in the Department. Mechanisms for monitoring of students' research through regular consultation with the Research Advisory Committees must be put in place. Departments must be encouraged to develop specialized centres of research and training. The Department of Sociology, for example, has proposed to develop specialized centres of research and training in 4 strategic areas where we already have the potential: a) Area studies (particularly North-East India and Himalayan studies), b) Environmental sociology, c) Social discrimination and justice, d) Visual anthropology. They have also proposed starting and maintaining an international refereed journal in Sociology. The Department of Adult, Continuing, Education and Extension have already initiated the process of starting a journal. Action Research and outreach/extension activities are important for making research socially relevant. Departments like Adult Education, for example, have such programmes under New India Literacy program (2022-2027). Indeed, both teaching and research, particularly in Social Sciences, can evolve only by making disciplinary boundaries permeable. It is important for faculty research to reflect conversations across disciplines.
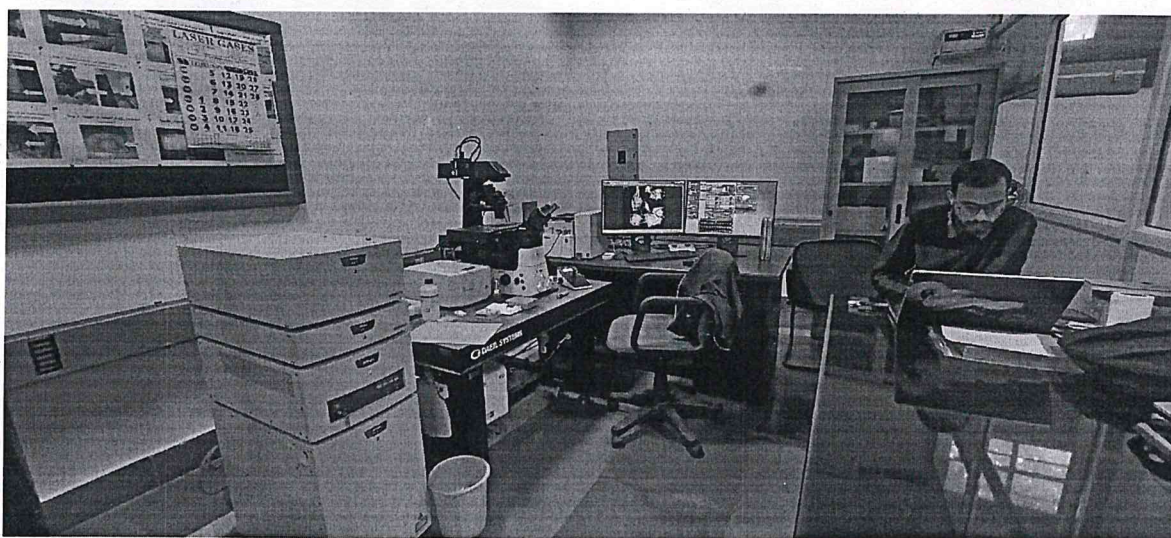

Ph.D. scholar working on fluorescence microscope at USIC

To cultivate a culture of inter-disciplinarily teaching & research

Disciplines cannot afford to remain stagnant and to remain relevant they must continually renew themselves. This would give a discipline the required dynamism to continue addressing social realities that are not constant, and the tools with which to converse with researchers and practitioners of the discipline located in other geographical spaces. It must be borne in mind that disciplines cannot remain insular. There must be sharing across disciplines and inter-

disciplinarity must be consciously cultivated through cross-listing of optional courses. It may be fruitful to think

of building enduring collaboration with research institutes within the country and sharing facilities and eminent faculties so that the university faculty may spend time doing research in an institute and a research institution faculty may spend the same time teaching in the university department.
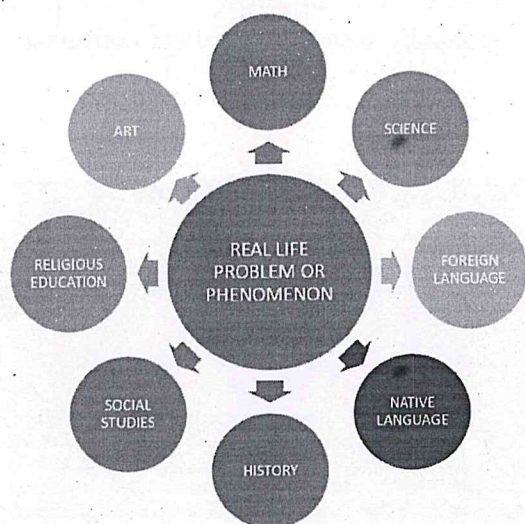
Similar collaborations may be sought from research Centers and teaching departments abroad. At the same time disciplines must also keep strengthening their core areas which give them a distinctive identity. In this regard, it is extremely important to revise and renew the curricula and course contents on a regular basis. Specific disciplines may aim at introducing new specializations and also proposals for setting up centers of academic excellence. The CIE, for example, has identified two areas where research and innovation can bring fundamental changes in the manner in which school education is planned and organized, through documenting and sharing evidence-based best practices specifically effective in the local context. The CIE also proposes a center for developing information and communication technology for the education of persons with disability as well as developing a model for establishing an Early Intervention Centre to enable a smooth transition to elementary education.

Teaching/learning and pedagogy

Teaching in a university at various levels takes different forms. It may be conducive at some levels to focus on lectures that explain concepts, and at others to have intensive reading-based discussions that help students engage with arguments and train them in the craft of framing research questions and appropriate methodologies of conducting research. It is important that the objectives of a paper, the mode of teaching, and the outcomes sought in learning must be clearly laid down. For master's courses, an appropriate mix of lectures and seminar classes that train students in writing and presenting argument/research papers must be encouraged. For classes exceeding 60-80 students, a teaching assistant must be assigned from among advanced research students receiving SRFs with clearly defined responsibilities that require only the stipulated minimum hours of work.
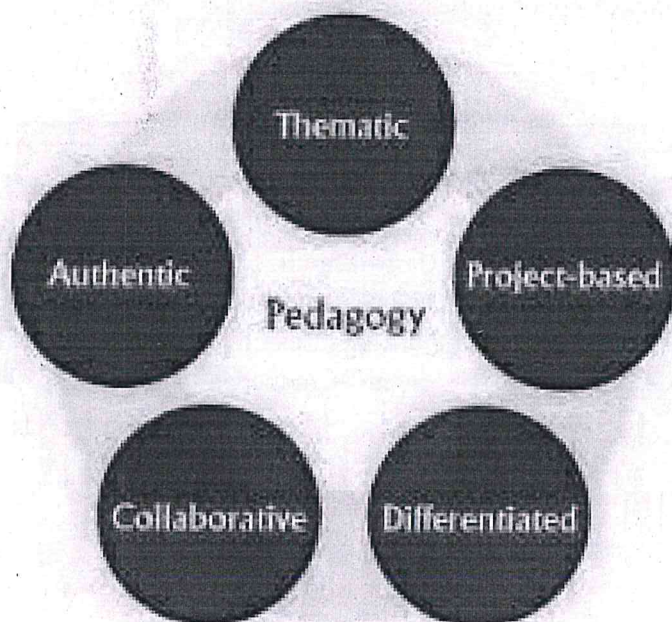
The basket of optional courses reflecting the faculty's research areas and also the new fields in which the discipline is moving must be continually replenished. For these goals to be achieved it is important that the University maintains an appropriate and adequate faculty strength. The recruitment process should be ongoing and focus on the quality of publications rather than only quantity at the recruitment stage. The University aims to encourage faculty members to develop case-studies and incorporate case-based teaching pedagogies at the Masters' level for experiential learning and to enable the students to be industry-ready. The faculty members have also developed multi-disciplinary cases which are listed in Harvard and are used by instructors/facilitators in various countries

Strategic Scan of External Environment

Globalization
The University's peers are no longer local or even national and thus the University competes with institutions around the globe for the best students, faculty, staff, and resources. Differences in cultural values and perspectives influence individuals' communication preferences, engagement interests, and giving behaviours, greatly impacting the ways we work. As the University becomes more dependent on global partnerships, advancement requires new strategies and specialized resources to manage complex opportunities and potential risks.

Technology

To have the worldwide impact it aspires, the University must maintain a competitive edge when it comes to modern technologies in business, science, industry, information, health, and more. As an important player on nation-building, the University must use appropriate current technologies available, as well as bring new technologies that can fast-pace the career development of individuals. Advancement must deliver information to audiences using popular tools, reach out to stakeholders using innovative methods, and secure support for research and development that will lead to innovative technologies and methods that are conceived at the University.

Enhance Industry-Academia interactions

- Boost research ecosystem to address the challenges in key thematic areas
- Alignment of curriculum with industry requirement

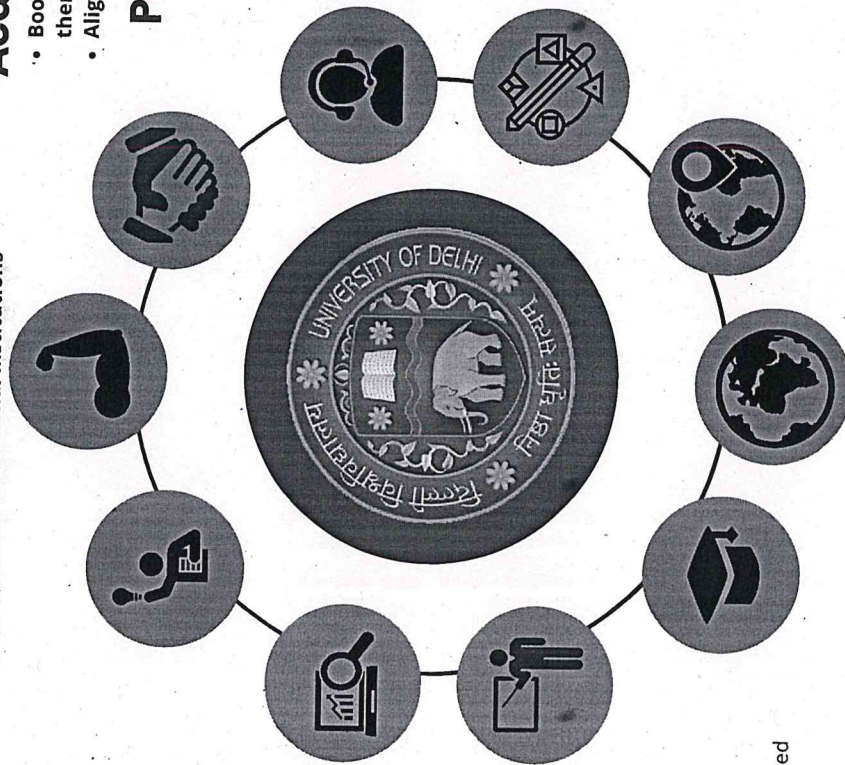## Promote Reliable & Efficient Support System

- Advance Technology efficient and effective of support services.
- Move towards zero carbon Green Campus .
- Reliable and flexible financial processes that support exceptional outcomes.

Resource Mobilisation

- Resource generation for creating and upgrading the ambience for research and development
- Strengthen financial planning
- Develop projects and policies to channelize funds from Industries under the corporate social responsibility (CSR)

Globilization at the University of Delhi

- Internationalisation of teaching-learning process
- Strengthen institutional research and knowledge production capacity by complementing resources, skills, and knowledge through inter-universities collaborations
- Enhances international presence, brand, profile, reputation, and ranking of the university

Strengthen External linkages

- Increase academic linkages with national and international educational institutions

Robust IPR Cell

- Strengthen IPR facilitating cell, an interface between the DU faculty and the Patent/copyright attorney.
- Sensitise faculty and scholars to apply for patents / copyright/ trademark applications.

Excellence in Research

- Periodically identify research areas for special funding.
- Develop and foster an ecosystem that encourages researchers to produce quality and innovative research work
- Diversify into non-traditional areas and accelerate cross-disciplinary research.

Innovations in Education

- Encourage problem solving and creative thinking
- Increase programme flexibility in terms of credit and content
- To introduce new, innovative courses to meet the need of the society.

Excellence in Education

- Develop online interactive courses to supplement the offline teaching-learning
- Develop more skill enhancement courses aligned to local needs with global perspectives
- Attract more foreign students
- Encourage knowledge intensive projects that enrich holistic teaching-learning

Moving Towards Globalization

UNIVERSITY OF DELHI
दिल्ली विश्वविद्यालय
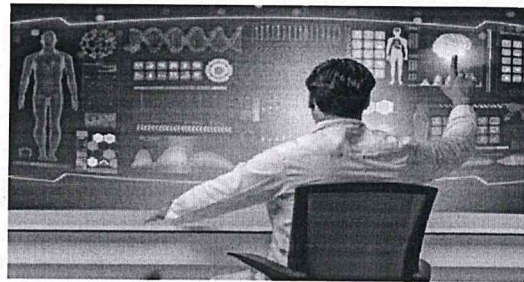
MODERINIZATION OF RESEARCH LABS

Economic uncertainty

We are hit hard by the global economic meltdown, with high unemployment and savings losing significant value. Though we are in economic recovery today, real and perceived financial uncertainty continues to impact support for institutions of higher education. The University, therefore, must make an ever more convincing case for support in an environment of fierce competition for limited financial resources.

Tuition and student debt

Nationally, the rising cost of education has left students and their families with significantly higher levels of personal debt. In the worst cases, students were forced to end their pursuit of a degree simply because they could not afford it. The University of Delhi as a public institution committed to providing broad access to quality education has demonstrated its commitment to

affordability by keeping its fees affordable. Therefore, to maintain access to the university for all, one must keep the fundraising priorities to ensure financial aid, especially for students with the greatest need.

Government support

Financial support for higher education, health care, and research has been and will continue to be provided by the Government of India. As the cost of infrastructure and consumables is increasing, as an educational institution, the University of Delhi has to make efforts to get more funds from the Government and find additional resources to revitalize itself and upgrade its infrastructure. New partnerships with industry are essential to increase financial input and stability, and the University is well-equipped to maximize opportunities in these areas. Advancement, as communicating, relationship-building, and fundraising, will be important as the University develops innovative financial strategies for sustainability.

Students Hangout spot

STUDENTS ACTIVITIES

Strategic Scan of Internal Environment

One (Big) University

Very few institutions have the vast array of opportunities in teaching, learning, research, and innovation present at the University of Delhi. Even fewer institutions have the ability to reach out and engage the entire country. A collaborative body of students, faculty, staff, volunteers, alumni, and friends shares compelling stories, which can promote widespread involvement and raise philanthropic support through a common focus on the University's core goals.

Defining a Strategic Plan of Advancement

As a newer concept within the University, the Strategic Plan of Advancement is ambiguous and understood differently across groups. Clearly defining the Strategic Plan of Advancement, both as an organization and as a movement, is crucial to success. Strategic Plan of Advancement as a movement requires the seamless integration of communications, alumni relations, and development. Treating these functions as inextricably linked parts of a whole will allow the University to maximize the full spectrum of stakeholder experience from awareness through engagement to giving. As an organization, leadership, and staff must commit to building talent, infrastructure, and culture. With these fundamental priorities influencing our work, strategic goals will be achieved as a strong team.

Leadership

The top positions within the team have experienced significant stagnation in previous years, creating perceived instability and a lack of a clear organizational vision. Stability and vision from leadership are essential; in a complex, decentralized institution, distributed decision-making can challenge the speed and consistency of quality results. With a clear integration plan and a core leadership team, the University of Delhi will begin to realize great benefits from Strategic Plan of Advancement's alignment of communications, engagement, and fundraising.

Awareness

Though the University is considered one of the premier institutions in the country its rise to eminence is dependent upon public awareness of our unmatched research, teaching and learning, and service opportunities. Using a proactive approach and visionary thinking, leadership must partner across campus to share the stories of the University with the world in consistent and compelling ways. This requires aligned marketing and communications talent, a harmonious brand identity and messaging program, expanded content development and delivery strategies, and targeted and timely promotion of our people and programs.

Engagement

At the University's core is a belief in education for everyone, and the Strategic Plan of Advancement serves this belief by engaging our own local community and the global community every day. Leadership must broaden and deepen constituent participation in activities that are sponsored by or on behalf of the University with the aim of growing lasting and beneficial relationships that contribute to mutual success. Alumni, friends, and other key stakeholders can expect to deliver coordinated outreach, tailored attention, and increased opportunities to connect. For example the Department of Adult Continuing Education and Extension has a transgender resource centre which engages with the transgender community on a continuous basis and is working towards equality, diversity and inclusion and mainstreaming the community into higher education.

Giving

The continued success of students, faculty, and programs of the University of Delhi relies on the goodwill of our donors, alumni, and friends. Simply put, leadership must expand philanthropic support for the University's vital priorities. A Strategic Plan of Advancement will elevate giving to the University through comprehensive fundraising strategies, focused donor relations and stewardship, increased emphasis on major and principal gifts, customized cultivation of gifts from special groups or to specific areas, and a successful INR 100 crore per year campaign.

Talent

The national talent pool for quality professionals is small, yet high-performing, service-oriented staffs are crucial to the success of the University. Leadership will focus on recruiting, retaining, and cultivating a diverse and collaborative team of creative thinkers, effective communicators, and cooperative problem-solvers who are committed to the University's values and vision. Considerable talent initiatives, such as national candidate searches, competitive applicant pools, ongoing training opportunities, and performance recognition programs will signify our dedication to talent.

Infrastructure

A Strategic Plan of Advancement will need to support its own sustainable growth with an unshakable infrastructure. Through the substantial and sensible investment of time, money, and effort, leadership will build integrated systems and solutions that deliver results in responsive and reliable ways. An efficient and effective infrastructure will be characterized by clear purposes, strong fiscal management, aligned functions, consolidated services, dependable policies and procedures, robust technology, and constant feedback mechanisms.

Culture

A healthy culture is not easy to measure, but it is an essential ingredient for future achievements. By consistently modeling the care and competence required in a first-rate organization,

leadership will nurture a professional climate that is committed to service, integrity, innovation, collaboration, and above all, excellence. High standards, open communication, creative thinking, and powerful results will be the hallmarks of the Strategic Plan of Advancement's new culture.

THE ENVIRONMENT DAY

Strategic Plan of Advancement's Goals and Objectives

Strategic Plan of Advancement's Goals and Objectives

Teaching & Research will focus on those areas in which we can align and integrate academic rigor with the needs of governments, industry, and society, delivering futuristic creative solutions to national and global challenges. Furthermore, strengthens the research culture, to attract, develop and retain outstanding academic staff. Research Institutes and Research Centres will be pioneer world-leading research inspired by an ambition to address society's most pressing challenges, in collaboration with partners from across the globe. There is an essential need to focus on our global impact with the objective of expanding our significant global reach, further raising our reputation as one of the world's premier universities. Therefore over the next twenty-five years, the University of Delhi will expand research and education, and deliver global impact through the following strategies:

1. **Increase awareness of and advocacy for the University, resulting in recognition of its teaching and learning, research, and service excellence**

    a. Create ongoing partnerships that align and amplify marketing and communications talent
    b. Implement University brand identity and messaging program for consistent representation and continual recognition
    c. Educate global citizens for the future of work and learning to thrive in an age of rapid change by putting learners at the center of everything we do.
    d. Expand and improve content development and delivery strategies to emphasize it's status as a top-ranked public university with the power to transform lives
    e. Enhance audience segmentation and analytics to deliver the right messages to the right people
    f. Protect and promote the University's reputation through a proactive approach to issues management
    g. Increase the circulation and saturation of positive stories in regional, national, and international media
    h. Increase flexible curricula that stimulate reflective, deep learning and develop competencies to address global challenges and opportunities.
    i. Promote quality and innovation in teaching and learning and support infrastructure, policy and practice that remove systemic barriers.
    j. Find new ways to work together and remove barriers to collaboration, inter-disciplinarity and the integration of knowledge.

k. Continue to advance an agile, technology-enabled learning ecosystem that supports high-quality, open content and digital learning options.

l. Recruitment of Adjunct faculty of eminence from National & international Universities to strength and bring new areas of teaching & research.

m. To strengthen University industry interactions, consultancy, student training.

n. Develop programs & policies for Dual degrees, joint degrees, twinning programs.

o. Encourage exchange programs and visits of research scholars & teachers to other Universities and Industries.

2. **Broaden and deepen constituent engagement with the University, developing more meaningful relationships with alumni, friends, and students**

   a. Develop shared engagement strategies aligned with college, unit, and institutional priorities and shared engagement services that assist with the work of colleges, units, and volunteers

   b. Design a focussed strategy to engage alumni and friends around the world

   c. Create an early engagement strategy to strengthen the bond between the University and its students and young alumni

   d. Strengthen ongoing relationships with alumni and friends through improved volunteer engagement

   e. Improve events to strategically engage key constituents

3. **Expand philanthropic support to the University, raising INR 100 crores annually by 2047 for meeting University's students, faculty, and core institutional priorities**

   a. Develop a comprehensive fundraising strategy anchored to core institutional priorities

   b. Improve donor retention through focused donor relations and stewardship strategies

   c. Increase the quantity of principal, major, annual, and first-time gifts by employing innovative fundraising strategies

   d. Improve giving rates among key constituent groups, including alumni, parents, corporations, and foundations, through particular attention to their unique characteristics

   e. Accelerate and elevate fundraising in every major philanthropic area, especially technology, health sciences and medicine

   f. Begin planning for the next campaign by 1st May each year

4. **Build higher education's top-performing organization, with first-rate talent, integrated infrastructure, and highly collaborative culture.**

Strategy for improving the Technical Education

It is important to improve Career & Technical Education at the University of Delhi. The University shall provide a premiere educational opportunity for students and adults to gain relevant workforce and leadership skills in an applied setting. It shall be a gateway to meaningful careers and additional educational opportunities and a strong talent pipeline that meets the business workforce needs of the country. Hence we need to fulfill the following objectives:

Objective A: Create systems, services, resources, and operations that support high-performing students in high performing programs and lead to positive placements.

Objective B: Support businesses and industry by aligning CTE programs among the Faculty of Technology, Faculty of Medical Sciences and Faculty of Management and ensuring that their program standards align to those required by the current employment opportunities.

Objective C: Adult and Continuing Education (ACE) – ACE will assist workforce in obtaining the knowledge and skills necessary for updating their technical skills required for current employment and economic self-sufficiency.

Objective D: Centers for New Directions (CND) – CNDs will help foster positive career outcomes, provide outreach and collaborate with other agencies that can impart advanced skills required.

Objective E: Data-informed improvement – Develop quality and performance management practices that will contribute to system improvement, including current research, data analysis, and strategic and operational planning.
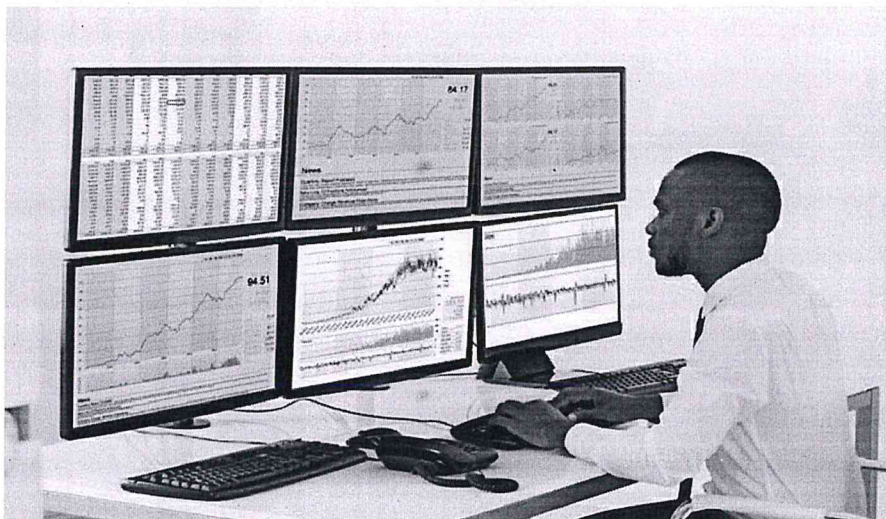
To achieve these the University of Delhi plans to

I. Develop a vibrant and comprehensive student experience.
  A. Identify and implement research-based, proven strategies to create a holistic, college-wide program for student success and engagement.
    1. Approach the shortcomings identified during the SWOC analysis by prioritizing the best practices in Guided Pathways research, to implement a holistic program for student on boarding and success in all academic programs.
    2. Identify and implement additional research-based best practices to improve student success and engagement.
  B. Enhance/Expand experiential learning.
    1. Strengthen and expand work-based learning for students, including (but not limited to) apprenticeships, internships, and program-related part-time employment.
    2. Broaden student perspectives beyond the local geographic region by developing and expanding external educational opportunities and workforce connections.
  C. Develop and enhance extra-curricular campus and community engagement opportunities.
    1. Identify and provide opportunities and incentives for increased student engagement on campus and in the community.
    2. Develop sustainable partnerships with community organizations and four-year institutions to expand and enhance student engagement.

II. Expand and enhance the partnerships between Technical educational departments and the businesses/industries served.
  A. Increase visibility, communication, and engagement with key stakeholders
    1. Determine effective avenues and mechanisms for an open exchange of information.
    2. Develop a communication plan that effectively describes the value added by technical education setup of the University
  B. Develop an active presence that initiates and facilitates solutions to societal challenges.
    1. Identify gaps in the current levels of employer engagement.
    2. Empower and educate a broader range of individuals to advocate for the offerings and services of the University.

III. Ensure Technical academic and non-credit programming in cutting edge, market-driven, and of the highest quality to meet the current and emerging needs of the workforce.

  A. Develop a structure to identify current and future workforce development trends to enhance the quality and relevance of existing programs.
    1. Adapt and empower the academic program advisory committees to identify and address current workforce needs and effectively evaluate PTC programs.

2. Develop mechanisms to identify long-term trends, new opportunities, and/or gaps in current programs.
B. Develop a process to systematically assess Technical programming mix, including the creation of new programs and the evaluation of existing programs.
   1. Develop a decision-making process for new program implementation.
   2. Develop a process to evaluate the quality, viability, sustainability, and potential transition of existing programs.

IV. Develop and enhance a culture of care among faculty and staff.

A. Strengthen and promote a set of shared expectations related to the core institutional values of the University of Delhi.
   1. Identify foundational principles that drive a culture of care.
   2. Demonstrate, communicate, and showcase our commitment to core values.
B. Embrace and promote diversity, equity, and inclusion.
   1. Build a workforce, including non-traditional career paths, that better reflects the communities we intend to serve.
   2. Expand professional development and engagement opportunities to cultivate a deeper appreciation for differences, motivations, and challenges.
   3. Encourage career advancement and career progression of non-teaching staff as well and providing them opportunities for higher education.

V. Continue to ensure fiscal sustainability

A. Update and enhance the appearance of the campus.
   1. Research and implement campus beautification projects and improvements to provide an appealing and modern learning environment.
   2. Maintain a state-of-the-art learning environment.
B. Ensure that the college has the fiscal resources to sustain and expand the programs and services provided.
   1. Explore the grant opportunities that increase student access and support learning programs and services.
   2. Provide a safe and secure learning environment.

Institutional Capacity Building

In order to achieve its identified goals during the plan period, capacity building should be the main area of focus. There is a need to invest in a good working environment, staff training and development and the acquisition of modern working, training/ teaching equipment. Capacity building will focus on human resources, infrastructure (physical facilities), and financial resources.

AMRITKAAL

A - AGE of
M - MOBILISATION in
R - RESEARCH
I - INNOVATION
T - TECHNOLOGY
K - KNOWLEDGE
A - ARTIFICIAL INTELLIGENCE and
A - ABLE
L - LEADERSHIP

IMPROVE RESEARCH ECO-SYSTEM

- Collaborations with universities and industries in India and abroad
- Graded incentives for publication
- Increase 'Research labs'
- Monitoring Students' research through Research Advisory Committees

CULTIVATE CULTURE OF INTER-DISCIPLINARITY

- Conscious cultivation of sharing across disciplines and inter-disciplinarity
- New specialisations and setting up centres of academic excellence

TEACHING-LEARNING AND PEDAGOGY

- Focus on developing in-depth knowledge, analytical thinking and problem solving
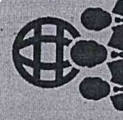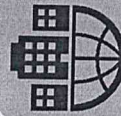- Train learners to conduct scientific and impactful research

INTERNATIONAL COLLABORATIONS

- Enhance Academic Collaborations with FHEIs with focus on student exchange programs, dual and Twining degree programs, certifications and internships.
- Research Collaborations with FHEIs for exchange programs for research scholars and joint Ph.D

UPGRADATION OF INFRASTRUCTURE

- Reinforcing buildings with tech-enabled classrooms, Libraries and Laboratories

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2022-47 @UoD

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Strategic Objectives	Strategies
1. To build the human resource capacity of the institution to produce top quality graduates in their areas of specialization.	1. Review and rationalize human resource requirements for growth and development. 2. Attract and retain effective and efficient staff. 3. Establish institutional staff training and development programmes in order to improve the effectiveness and efficiency of the institution.
2. To upgrade infrastructure including processes, systems, and facilities to standards that guarantee effective institutional management, first class training and service delivery.	1. Develop and implement a development plan. 2. Improve institutional equipment, and campus facilities and systems
3. To Increase financial resources to support the institution's structures and operations.	1. Lobby the Ministry and other funding agencies to increase budgetary allocations. 2. Broaden the framework for raising development fee component that can effectively supplement the funding of infrastructure maintenance

Build Institutional ICT Capacity

Information and Communication Technology (ICT) is a field that is dynamic and fast changing. Due to the changing nature of ICT it usually takes a long time to realize and acquire highly skilled personnel, expensive equipment in order to reap maximum benefit. The University must thus be ready to incur high initial investment costs if it hopes to enjoy the outcome in form of cost saving, efficiency and revenue from funding sources.

Strategic Objective	Strategies
To build ICT capacity in curriculum delivery, service delivery and institutional management.	1. Develop the ICT framework 2. Implement the framework for improving and increasing ICT infrastructure.

Establishing Collaborations and Partnerships

University of Delhi has linkages with some of its alumnus in the country and elsewhere. These linkages are mainly in form periodic interactions. As these alumni represent various business and industry they can play important role in student placement and employment. There is an urgent

need to review and strengthen the roles of industry and the community as well as other interested parties in the future programmes.

Strategic Objective	Strategies
1. To establish collaborations and partnerships with industry and community to ensure relevance of our graduates to the market demands.	1. Develop and Implement a policy framework for collaborations and partnerships

Corporate Governance

This strategic plan proposes to transform the University of Delhi into a leading institution of international recognition. Such a transformation requires a surgical operation that calls for sacrifices and attitude change from all interested parties in order to improve management effectiveness and enhance participatory and all-inclusive decision-making. This means an increase in human resources as well as infrastructure. Effective coordination and management of these resources and a harmonious co-existence of trainees and staff require good corporate governance, relevant and coherent policies, regulations and guidelines.

Strategic Objective	Strategies
To strengthen good governance and effective management.	1. Improve on the delivery of internal and corporate services

Research and Development

The University needs to continue with Research and Development Programmes in order to improve the current status through innovations, collect and act on feedback from interested parties and to explore new frontiers of Science, Technology & Innovation. Research is a necessity in acquiring new knowledge which must be disseminated to relevant persons for it to be useful.

Strategic Objective	Strategies
To enhance Research and Development services.	1. Develop Research & Development infrastructure. 2. Implement Research & Development infrastructure.

Corporate Image

For a long time, the University has been known to offer career-oriented education. There is a need to market the brand by developing other courses.

Strategic Objective	Strategies
To strengthen the corporate image	1. To enhance the culture of quality work. 2. Develop and implement a marketing plan 3. Improve on Corporate Social Responsibility (CSR). 4. Solar Panels in the campus for all the Departments and Rain Water Harvesting system

Logic Model for the Proposed		Inputs	Activities	Outputs	Outcomes – Impacts		
					Short Term	Medium Term	Long Term
Situation	Priorities	HQP	HQP training on Joint Projects	HQP trained in innovation space	Engagement with Indian Industry and Academia		Maintaining food security in a changing climate
TEACHING Needs	Stakeholders	NFP partners	Workshops, seminars, conferences, and community events	Community & academic knowledge transfer and consultations	Development of relations between university and Indian Industry	Further joint ventures between Foreign and Indian industry	
NEW INNOVATION	HQP Training	Industrial partners					Equitable access to healthcare and modern health technologies
		Academic institutions	Research Projects			Collaborative undertakings with NFPs	
	Sustainable development	Funding	Demonstration projects Indigenous Communities	Research Collaborations and journal articles	Understanding of trade barriers		
	Community engagemen	Feedback from Indigenous communities	Development of products and processes	Validated technologies and	Engagement with Indigenous Communities	A better-informed industry ready to launch products	Clean water for communities and sustainable water

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Need to Grow Knowledge-Based Trade	t Commercialization Research and technology transfer University development New initiatives	background technologies, existing patent and licencing agreements	and incubation activities IP training and interaction with professional bodies	industry backed novel technologies for commercialization Successful start-ups Development of Patents, Codes, Standards and Policy Papers, successful commercial products, and enhanced international trade	Creation of innovation mindset in businesses	Broader societal benefits through social enterprises Functional projects improving community environment	managemen t Cleantech processes for export resilient infrastructur e Enhanceme nt

Assumptions

Availability of high-quality students, favorable geo-political factors, stable international environment, unabated mobility of personnel, continued global economic growth, continuation of S&T priorities, continued support from Foreign and academic institutions, industry's abilities to transform & validate technologies into commercialized products and services, ability to recruit partners for technology transfer, and ability to build trust with communities for demonstration projects.

Evaluation

Creation of a large cohort of HQP trained in innovation space, establish community needs, develop research solutions, implement demonstration

projects, commercialize and expand scope, ensure sustainable community transformation, and growth in India trade.

The Areas of Thrust in Science and Technology Research and Teaching during 2022-2047:

The wide spectrum of research activities stems from the large number of academic departments of Delhi University. The research ecosystem of Delhi University would strengthen the following activities in addition to the latest developments in the subject area.

-
- Artificial Intelligence and Machine Learning
- Research on Life style diseases like Cardiovascular diseases, Cancer, Obesity and Diabetes
- Herbal Products, Drug discovery, Vaccine development & Nanomedicine development
- Climate Research
- Energy Research
- Collaboration with 20 world-class institutions.
- Developing technologies for yield and seed quality traits and stress mitigation for Sustainable Agriculture
- Development of Science Villages
- Health Education with Super Specialty Hospital
- 5000 quality research papers to be published with 10% yearly increment in numbers
- Visit of Nobel Laureates every year
- 25 Patent Registration with 10 % annual increment.
- Technology incubators & technology Park

1. Artificial Intelligence and Machine Learning Programme:

Growing interest worldwide in artificial intelligence fueled by large datasets and advances in computing power has been an impetus to the University to initiate a Post Graduate programme in Artificial Intelligence and Machine Learning by 2025.

2. Herbal Products, Drug Discovery and Nanomedicine:

Development of Herbal products as nutraceuticals and medicines for ensuring better health for people is vital. Drug discovery is only one of the many areas in healthcare that nanotechnology is now benefiting. The importance of nanomedicine include, but are not limited to, drug delivery, *in vitro* diagnostics, *in vivo* imaging, therapy techniques, biomaterials, and tissue engineering. Some of these are being used today, while others are attractive in their early phases of development and are expected to experience vigorous growth in the coming future. The empirical knowledge of herbal and nanomedicine at DU can be used in identifying active molecules from plant resources for treating various diseases. The areas of focus will not be limited to be cancer and fungal diseases only.

3. Developing technologies for yield and seed quality traits and stress mitigation for Sustainable Agriculture

In the next 25 years, the plant research groups will focus on advancing knowledge and developing technologies to create more resilient, productive, and sustainable food production systems. These include developing climate-resilient crops, utilizing genetic technologies for crop yield and quality improvement, promoting sustainable food production practices, studying plant-microbe interactions, enhancing nutritional quality and food security, integrating digital agriculture and data analytics, conserving crop diversity, and ensuring biosecurity and plant health. These efforts would aim to address challenges such as climate change, resource optimization, malnutrition, and pest/disease management.

4. Climate Research:

Climate change has received particular attention in recent years due to its impact on agriculture and the environment. Climate is the most important determinant of productivity affecting food production worldwide. Given the changes in crop behavior that lead to changes in climatic variables, it is important to develop adaptation and mitigation strategies. The university proposes to launch a climate research program by 2024 to develop adaptation and mitigation strategies and create the necessary climate models.

5. Energy Research:

The development of advanced knowledge in the existing practices in the industry for energy-efficient systems will continue to be in demand. Energy for non-conventional

sources will be explored. Interdisciplinary, multi-institutional cooperation will be ensured during the next five years for non-conventional and clean energy.

6. **Research Outcome:**

   To ensure better research outcomes which will be reflected in the publication of the high impact factor journals, the university sets a target of 5000 quality research papers by 2025.

7. **Visit of Nobel Laureates:**

   The University believes that the inspiration and motivation of students and teachers can bring significant growth for the institution. Visits of Nobel Laureates to the institution will be an impetus for success. The University will ensure the visit of 5 Nobel Laureates by 2025.

8. **Patent Registration:**

   Innovation is the key to the economic growth of the nation. The University proposes to bring innovation to the forefront by registering 25 patents by 2025.

9. **Development of Science Village:**

   Promoting science through familiarising the young generation with scientific phenomena is one of the few important objectives of the University. To achieve this objective a Science Village will be established on the campus where students from all levels will be exposed to the latest scientific developments to generate interest.

10. **Health Education with Super Specialty Hospital:** A Medical College with a Super Speciality Hospital will be established on the campus. This Medical Complex will not only cater to the need of this region, but it will also be a health destination of South East Asia. It will emphasize Research in frontier areas of Medical Science.

11. **Technology and Ethics and Public Policy**
    - Technological interactions with our life are increasing rapidly and its impact on human life, both personal and public is crucial to understand. The interface of technology and society has been generating ethical dilemmas and needs to understand conceptually and ethically in order to have a public policy.
    - The innovative and interdisciplinary study will focus on working with respective areas of science and technology and Philosophy: *Information Technology and Ethics, Military Technology and Ethics, Biotechnology and Ethics, Technology, Ethics and Public Policy*

12. **Cognitive Science Program.**
    - Interdisciplinary programs run by Philosophy, Linguistics and Psychology as key participating subjects.

13. Indian Philosophy – A Cross Cultural Dialogue

- Indian philosophy and its civilization is enriched with diverse philosophical practices and historically engaged with both Western and Asian civilization. Parallel and comparative studies between Indian Philosophy and world philosophies will be emphasized.

14. Engaging with Indigenous Philosophy

- India has rich Indigenous cultural and philosophical wisdom. Tribal Studies, Dalit Studies, Ethnic Group studies, involving Departments of Philosophy, Anthropology, Sociology and Linguistics and modern Indian languages will be explored.

15. Adult Education and Lifelong Learning & Gender Diversity & Inclusion

- Adult Education and Life-long learning: A fundamental purpose of adult education is to facilitate the growth of persons toward understanding of themselves, leading to maturity. Thus, self-knowledge is one of the main aims of adult education, which consists of awareness of one's own skills, abilities, attitudes, assets, and responsibilities. The speed of today's changes calls for opportunities to learn throughout life, for individual fulfillment, social cohesion, and economic prosperity. Education can no longer be limited to a single period of one's lifetime. Everyone, starting with the most marginalized and disadvantaged in our societies, must be entitled to learning opportunities throughout life both for employment and personal agency.

- Gender Diversity & Inclusion: The pressing importance of Gender diversity in the workplace stems from the lack of it. Having a diverse workforce brings in varied views and perspectives necessary to grow in a work environment that is ever-evolving. A culture of equality and inclusivity is a powerful tool to drive innovation and growth. A diverse and inclusive workforce with a range of approaches and perspectives is automatically more competitive in a globalized economy.

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IMPLEMENTATION PLAN

Suggested Action plan

To be recognized internationally and nationally as a teaching and research university following changes needs to be brought about:

AIM 1 : Excellence in Education
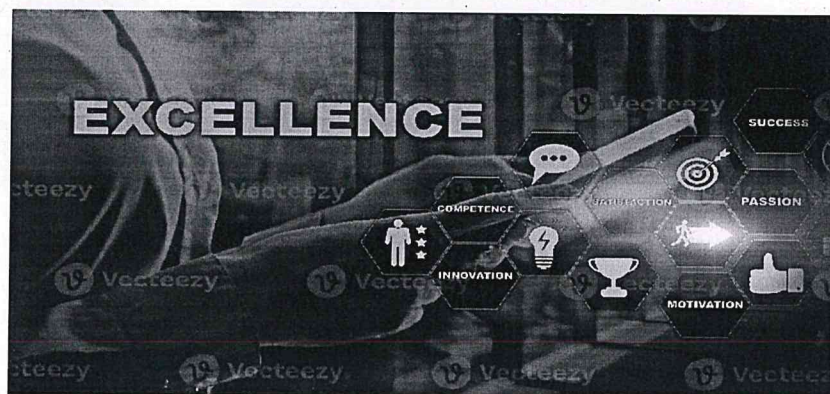
ACTION PLAN

Immediate steps

- Launch a drive to attract the best students for the graduate and post-graduate programmes.

- Start new online interactive courses through digitalization.
- Start new skill enhancement courses based on global needs.
- Enhance the diversity of the student body by augmenting support to under-represented groups.
- To develop smart classrooms and hostels.
- Build more high-capacity hostels for UG, PG students, PhD scholars and Postdocs
- Increase student strength both in open learning and in class.
- Create an outstanding infrastructure in colleges and departments.
- Modernization of Libraries and laboratories.

Intermediate

- Recruit students from other countries to make it global.
- To build international student hostels.
- Create an outstanding environment for research students and young researchers.
- Continue improvement of laboratories and digitalization of courses.
- Allow for a variety of faculty positions with recruitment and promotion on a continual basis.
- Provide ample resources and support to faculty for their research aspirations and increase the faculty strength at the earliest.
- Allow faculty to be involved in new knowledge intensive startups that emerge out of their research.
- Create mechanisms and systems to motivate and reward supporting staff and faculty.

- To increase and improve hostel admission & accommodations both for National and International students.

Longterm plans

- To develop excellent teaching and laboratory facilities.
- Increase intake of National and International students.
- Develop overseas campuses of University of Delhi

AIM 2: Innovations in education

Action Plan

Immediate steps to be undertaken

- Encourage cross disciplinary courses at senior level.
- Increase the flexibility of the programmes, and decrease the number of courses required.
- Evolve a policy for web-based education as a supplement to classroom education.
- To start new, innovative courses to meet the need of the society.
- To start scholarships/internships for students

Future plans:
- To increase scholarships/internships/ on-campus jobs for undergraduate & postgraduate students.
- To strengthen on-campus selection procedure.
- To organise regular job fairs by establishing links with companies
- To increase industrial internship opportunities.
- Encourage open ended problem solving and independent study.

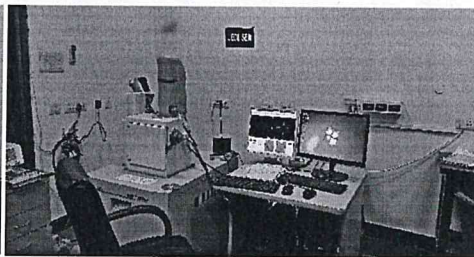- To modernize the libraries for easy access of literature.

MODERNIZATION OF LIBRARIES

AIM 3: Excellence in Research

- Increase the level of support to research across the various disciplines.
- To develop and foster an ecosystem to allow researchers to flourish and produce quality and innovative research work
- Diversify into non-traditional areas, which will provide the richness associated with a stimulating research environment.
- Take specific initiatives to encourage and accelerate cross-disciplinary research.
- Evolve a plan for periodic upgradation of computational resources, analytical facilities and the digital content of the library.
- To train the researchers in developing creativity & leadership through seminars, industrial interactions, and conferences.
- To strive to come in global top 350 ranking University.

CD spectrophotometer   SEM at USIC

Intermediate plans:

- To augment the benefits of the synergies between research and teaching for students and staff in the research-intensive environment.
- To recognise the research scholars and faculty members for their achievements and innovations. by providing awards, fellowships and research grants
- Periodically identify research areas for special funding.
- Encourage translational research and filing of patents
- Helping the patent filling process and commercialization of the patents by establishing links with industries
- Restructure the workspace and facilitate the acquisition or development of sophisticated experimental facilities in critical areas.
- Develop international collaborative research projects.
- To have regular visits of Noble laureates.
- Improved h index and scopus publications.
- To encourage and initiate exchange programs for research scholars in leading Laboratories.
- To improve and achieve global ranking in 200 top Universities by 2038.
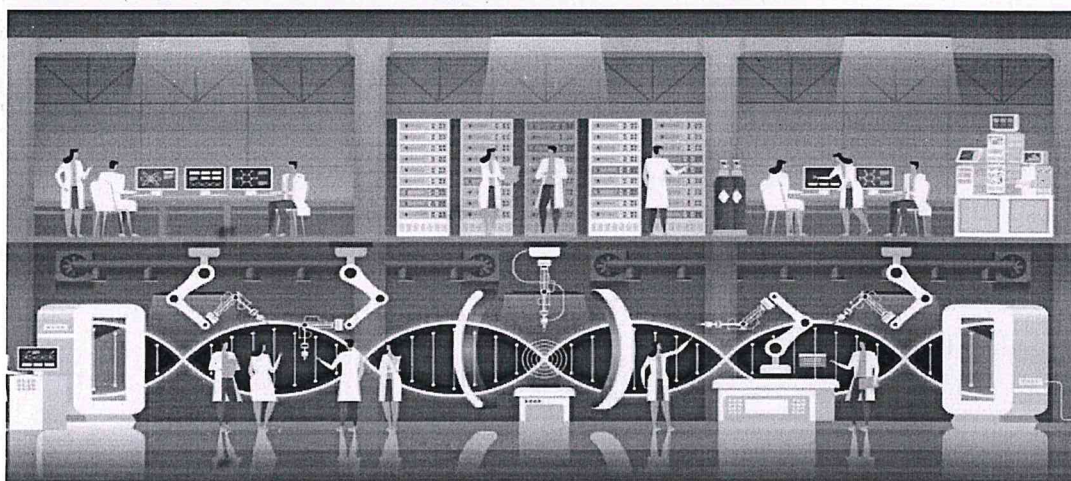
Future Laboratories

Future Plan of actions:

- Continue to develop & strengthen excellent research facilities.
- To develop & foster theme-based research based on societal need.
- To strengthen student exchange programs between University of Delhi.
- To foster regular visits of Noble laureates and visit of Delhi University Professors abroad.
- Improved h index and scopus publications.
- **To strive to come in global top 100 ranking University by 2047.**

AIM 4: To strengthen External linkages

Immediate Plans:

- To continue and enhance the University's involvement in projects of national importance.
- Increase industry involvement and participation in activities of the University.
- Create a suitable interface structure for exploiting intellectual projects and commercializing technology through technology incubation, transfer, and licensing.
- To encourage and facilitate filing of patents.
- To strengthen the linkages with industries and help with commercialization of patents
- Encourage faculty involvement in regulatory and policy-making activities at different levels (local, state, and national government).
- Increase linkages with other educational institutions both in India and abroad, which may include collaborative research projects and student & faculty exchange.
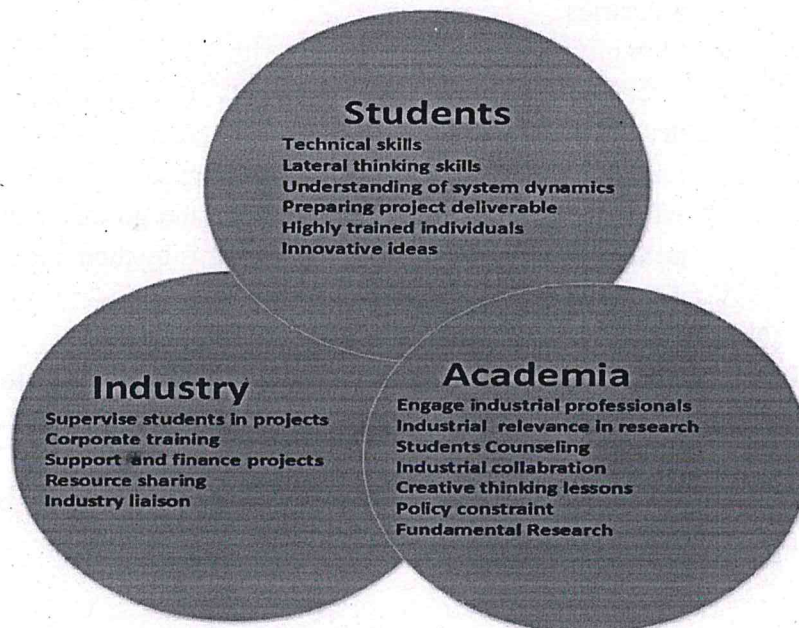
Future action plans

- Create and encourage faculty to take up consultancies in other organisations and industries.
- Strengthen and elevate outreach with alumni and the public at large.
- Strengthen our Alumni relationships by organising Alumni engagement programs that can help with internships, placements, helping students with admission in foreign universities, exchange programs, can help with donations, and student scholarships. They can guide, mentor and groom fresh graduates, their talks can be arranged to motivate the current students by their success stories, parents can interact with Alumni for a feedback.
- Create Departmental Advisory Boards.
- Foster research with international stake holders and industries.
- To encourage and hold highly reputed International conferences of established societies.
- To develop system to showcase the research outputs and technologies developed at university at National & International platforms.

**AIM 5: To establish & nurture University -Industry interactions**

Immediate plans

- Initiate a policy of the University involving researchers, academician, and the industry.
- Development of an ecosystem to address the challenges of today and of future particularly in key thematic areas critical for the society and industry in particular.
- Alignment of lead stake holders with the national priorities with the University.
- To develop curriculum, skill enhancement, teaching and learning resources for undergraduates, post-graduates and research scholars.
- To establish technology information and enabling cell.
- To develop policies for university industry joint research projects.
- To organize research festivals to showcase research in University and to foster new collaborations with Industry and Academia.
- To develop generic MOUs/MOAs for technology transfer, procedures for facilitating the signing/renewing of technologies with the clusters of Industries in different subjects.

Students
Technical skills
Lateral thinking skills
Understanding of system dynamics
Preparing project deliverable
Highly trained individuals
Innovative ideas

Industry
Supervise students in projects
Corporate training
Support and finance projects
Resource sharing
Industry liaison

Academia
Engage industrial professionals
Industrial relevance in research
Students Counseling
Industrial collabration
Creative thinking lessons
Policy constraint
Fundamental Research

Future action Plans

- To develop the policy and guidelines for assessment, evaluation and to carry out market evaluation of the developed technology.
- To foster research with International stake holders and industries.
- To encourage and support the faculty and students in startups
- To develop procedures and guidelines to facilitate technology transfers and start-up ventures by students and faculty.
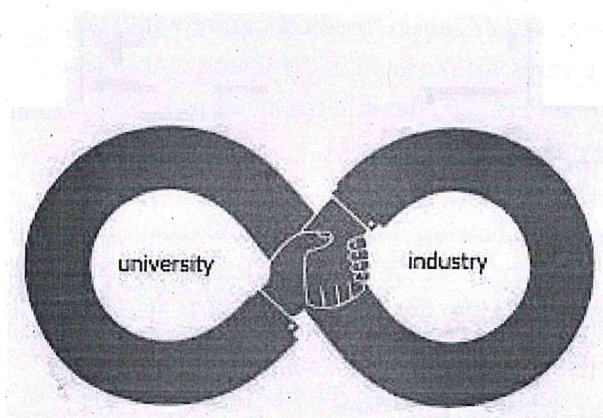
AIM 6: Development of Intellectual Property Rights Cell

- To the establishment an Intellectual Property Right (IPR) facilitating cell, an interface between the DU faculty and the Patent/copyright attorney.

- To sensitize the faculty and scholars to apply for patents / copyright/ trademark applications.
- To develop guidelines on the procedure and to facilitate in drafting the patent.
- To utilize the services of superannuated active faculty/scientists in research capacity building of young talented faculty.

Future action plans:
- To help filing the patent in other countries if necessary.
- To establish funds for filing, publishing and granting.
- To serve as nodal center for ideation and conceptualization of innovative, impactful and sustainable research and technology development for industrial and societal benefits.
- To establish funds for the maintenance of patents.

- Create support systems that will offer reliable and quick services.
- Exploit Information Technology to enhance efficiency and effectiveness of support services.

AIM 7: To create a reliable & efficient support system

- Take major steps for Green Campus.
- Improve Campus facilities including small utility stores,
- To have better pharmacy and advanced medical centre with latest facilities.
- To set more day care centres for the need of all young employees.
- To develop working practices and flexible financial processes to support the faculty to deliver exceptional outcomes.
- To provide hostels for married students.
- To have sufficient and good housing for all its employees.
- To generate corpus grant for research from government, industries and channelize Corporate society Responsibility (CSR) funds for sustenance and furtherance of research.
- To explore venture capitalists and Angel investors for funding in research and innovation.
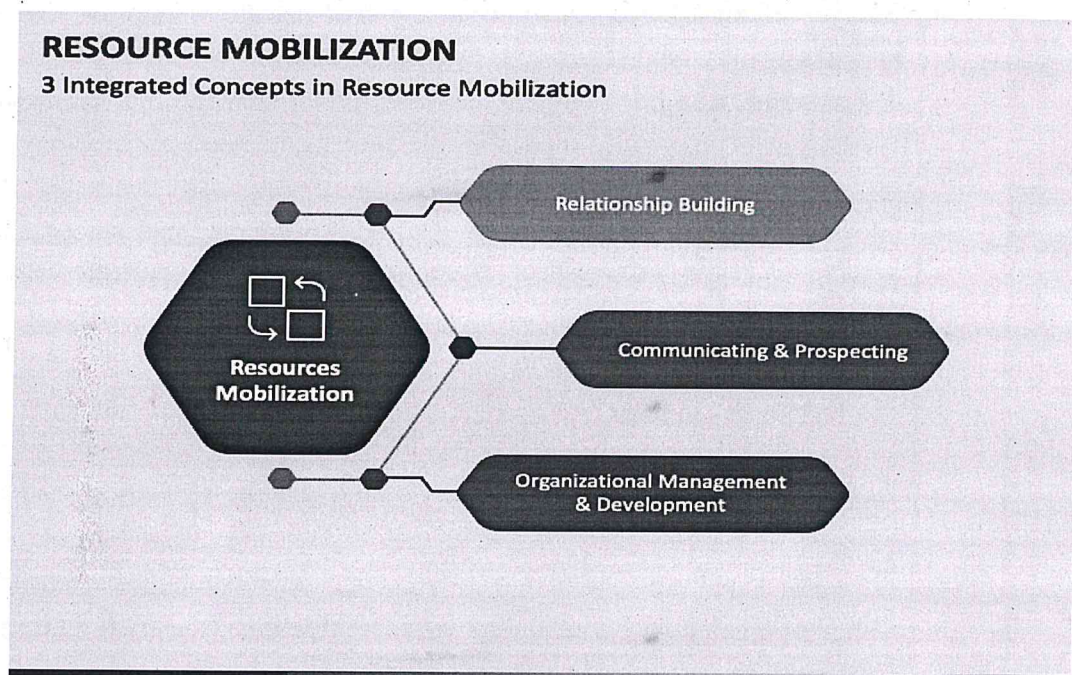
AIM 8: Resource mobilisation

Immediate Action Plan

- To setup appropriately sized endowments essential for creating and upgrading the ambience for research and development.
- To constitute a University Planning Board.
- Strengthen financial planning and control it disbursement.
- To setup formal mechanisms for systematic dissemination of Institutional achievements and needs.
- To develop policies for structure resource mobilization efforts.
- To develop new guidelines and strengthen previous guidelines for consultancy, and university-Industry collaborative funds.

Future Action Plans

- To elicit the help of professional organizations for Resource Management.
- To develop projects and policies to invite funds from Industries under the company social responsibility (CSR) grant.
- To develop guidelines for establishing incubators & technology parks.
- To strengthen resource sharing in contents and infrastructure within University and among Universities, industries, corporate and government.

RESOURCE MOBILIZATION
3 Integrated Concepts in Resource Mobilization

- Relationship Building
- Resources Mobilization
- Communicating & Prospecting
- Organizational Management & Development

AIM 9: Globalization at the University of Delhi

The internationalization of any institution plays a significant role in shaping the next generations of learners. The time is ripe when institutions/universities in India should think about "exporting" education or educational services as India has the potential to become a global hub in the education field. The National Education Policy 2020 also envisions attaining the highest global standards in the quality of higher education. Further, in various prominent national and international rankings (such as NIRF, QS, THE),

internationalization has a significant weightage. To achieve this objectives we need to take following steps:

Immediate actions

- Increased awareness among students about global issues, including cultural diversity, helps students open-minded and global citizens.
- Assists in teaching and learning activities including core-curricular and co-curricular activities that are adjusted to international standards.
- Sharing of knowledge, experience, and best practices, improve the institution and students' quality of teaching and learning process.
- Internationalization strengthens the institutional research and knowledge production capacity by complementing resources, skills, and knowledge through various inter-universities MoUs and collaborations.
- conducting e-open house sessions for inviting international students and addressing various concerns with respect to courses / any other academic concern for taking admission in the University

Future plans:

- Enhances the international presence, brand, profile, reputation, and ranking of the university.
- Increases revenue generation since it can expand the number of international students.
- Improves graduate employability by incorporating Industri.al internships and skill enhancement
- Strengthen on-campus recruitments
- Increase and support international networking by faculties and researchers.
- Opportunity to benchmark/compare institutional performance within the context of good international practices.
- Improves diversification in faculty by inviting adjunct faculty from other universities.

AIM 10: To Attain Globalization

Immediate actions;

- To start Joint Academic Collaborations: Collaborations/MoUs with foreign universities/ institutions with a focus on student exchange programs (inward and

outward), dual and double degree programs, certifications, specialization, and internships.

- Research Collaborations: Collaborations/MoUs with foreign institutions/universities with a focus on purely research-related activities such as exchange programs for research scholars for one to two semesters, faculty exchange programs (both short- and long-term visits) for research and related activities, and both short- and long-term projects.
- Engagement of Foreign Faculty: Develop various mechanisms to engage foreign faculty members for teaching and research-related activities such as Permanent Positions for the Foreign Faculty, Adjunct Foreign Faculty, International Distinguished Research Fellow, etc.
- Conducting seminars/workshops/conferences/presentations and cultural events in the identified institutions and target countries, highlighting educational opportunities at the University of Delhi.
- On-campus support for international students to provide continuous and inclusive assistance, designed to facilitate students' social and academic success with focus mainly on the transition processes.
- Offering local language courses and other bridge courses as needed to the international students.
- Courses and programmes in subjects such as knowledge about India and its languages, art, history, culture, and other global context.

Future Action Plans:
- Abroad Campuses: Establish campuses abroad offering various academic programs and services to local and international students.
- Joint Organization of Activities: Organizing academic and research workshops, seminars, and conferences in partnership with the international universities/institutions.
- Collaborating with alumni (both students and faculty) at various foreign universities / institutions for academic, research, and outreach activities.
- Knowledge Partnership: A network of individual researchers who can contribute towards knowledge, experience, and resources and participate in two-way communications.
- Provision of scholarships (at different levels) for international students.
- Quality residential facilities/hostels for students from abroad to ensure adequate living conditions and a learning environment for international students.
- Investment in advanced internet campus network that enables collaboration in research while providing access to specialized instrumentation and encourage collaboration for teaching and learning.

OUR PROMISE:

University of Delhi is 100 years old and is ideally positioned to achieve its future vision. It has distinguished itself as a Premier University of the country with an unparalleled trajectory of growth in higher education. Its alumni have made notable and exceptional contributions across all fields including fine arts, liberal arts, science, business, technology, economics, health sciences, basic and applied sciences, law, environment, and communication. Delhi University is dynamic, agile and adaptive towards restructuring its contributions and pedagogy around the future requirements of society, market, and professions both nationally and globally. It is sensitive towards the continuously changing demands of not only our Nation but the whole world and is evolving to meet the need of its students, employees and professionals. Our vision is ambitious, dynamic, stimulating and critical to serve our purpose as a learning institution of the 21st century. We need to stay abreast of the accelerating technical, business, societal and environmental changes of future. University of Delhi will outshine as a learning institution of the current century through its dexterity, passion for continuous learning, and a commitment to the values that have propelled our university throughout our glorious past and well into the future.

Internationally the University of Delhi was ranked 481-490 in the QS world university ranking. The same ranking ranked it 72 in Asia and 41 among BRICS nations. We have to strive to rank in top 100 by year 2047 in QS world university ranking and in top three in Asia.