

Long-Term Perspective Plan and Strategic Planning for the Growth and Development of the University

A university shapes the life of a nation. It is mandated to transmit knowledge, develop scientific temperament, promote democratic and cultural values, build capacities, foster innovation and entrepreneurship and create social cohesion both within and without the national space.

Notwithstanding the limitations of funding and resources, JMI has a **strategic plan for the growth and development of the university in respect of all sectors.**

An institution is known for the academic programmes that it offers. JMI has historically striven for need-based and socially relevant academic programmes. In this fast changing world, the university has evolved a policy of offering relevant curriculum to its students. It has plans to offer new courses in innovative and interdisciplinary areas that have, of-late, manifested in the setting up of **Department of Environmental Science, Department of Design and Innovation, Department of Hospital Management and Hospice Studies and Department of Foreign Languages.** It has plans to introduce courses in Artificial Intelligence (AI), Data Mining & Deep Learning, etc. in near future. Setting up a Department of Modern Indian Languages is very much on the anvil that will

promote regional languages and consolidate cultural studies programmes. Periodic re-structuring and updation of courses is always on the cards. Strengthening of the ICT component in updating content and transaction of curriculum is finalized in the strategic plan. **Diversification of learning** through 'cafeteria approach' will be sought to promote employability. Developments of communication skills and multi-skills have always been a focus area. The strategic plan also envisages vocationalisation of education, promoting STEM learning, strengthening MOOCS, Distance & Online learning, Institution-Industry Linkage among steps that the university has already undertaken and propose to take them further in another 5 to 10 years.

JMI realizes the importance and the necessity for **developing skills** among students for **creating work-ready manpower** for the nation. The university has introduced several skill-based courses and is in the process of **expanding the scope of vocational education.**

JMI, in keeping with its 100 years of tradition, has a long-term plan to serve students of diverse backgrounds and abilities through an experiential teaching-learning process. The institution focuses on interactive/collaborative instructional techniques, to foster independent and advanced thinking and exploration through experiments, presentations, discussions, debates, internship and harnessing of

ICT resources. The varsity seeks **professional development of faculty** through theoretical and hands-on training programmes not only through conventional formats of orientation and refresher courses but by introducing out-of-the-box programmes giving them national and international exposure for pedagogical and institutional excellence. An effort is continuously made to maintain **ideal student-teacher ratio** and regular efforts are on to fill up the vacant positions to ensure uninterrupted transaction of quality classroom teaching.

The university will continue with its transparent and well-administered mechanism in enrolment of student with strict compliance of eligibility criteria and regulatory processes. The institution intends to **promote equity and access** by launching major national outreach to get students from remotest part of the country to ensure that the students' profile has representation from different geographical areas and diverse socio-economic cultural and educational background. Notwithstanding minority character of the university, the institution pursues inclusive policy to bring students from varied backgrounds and **disadvantaged sections** of the society. The university subscribes to **gender-equity** and creates opportunities for differently-abled students. This process needs to be fast-tracked in the coming years.

JMI has plans to strengthen the evaluation process that is characterized by **development-inducing feedback** for the enhancement of student performance. Continuous evaluation process gives it a collective and innovative dimension and contributes to enhanced student performance and learning outcomes. A student would be effectively able to demonstrate knowledge and skill-sets on the completion of academic programmes. The institution is introducing reforms in examination for all forms of education i.e. formal face to face mode, Open/Online and distance learning mode etc., aiming overall development of the students in terms of their critical thinking, problem solving ability, right application of knowledge, and maintenance of ethics. We have geared up our resources completely to **participate in the national and international rankings** be it NIRF/THE/QS/BRICS/RUR, etc.

JMI has a vision to emerge as a research intensive university on a global scale. It wants to take its **'H' index to a new height from the present 129.** The **SCOPUS indexed publications** have to be enhanced significantly on an annual basis. The university is in the process of strengthening its academic infrastructure to realize this objective. It is **developing collaborative partnership with overseas educational institution through MoUs and Agreements** to take teaching and learning to a new height. There is a conscious effort to forge strategic partnership

with institutions of eminence to drive the **internationalization project** forward. It is through this internationalization of the institution, among other things, that JMI aspires to strengthen its credentials to emerge as one of the top universities of the world. This will result in collaborative partnerships with overseas educational institutions leading to exchange of students and faculty, joint-research, joint-publications, international seminars and conferences. Doing cutting-edge research to promote innovation is long term perspective of the institution. Students will further encouraged to establish start-ups by putting in place an **eco-system for innovation and entrepreneurship**. The university has prepared the roadmap for setting up an **Institutional Innovational Council (IIC) under the aegis of the National Innovation Policy (NIP)**. The university proposes to **mobilize additional resources and extramural funding** for research from various funding agencies like DST, DBT, FIST, UGC, DRS, SAP, ICSSR, DRDO, CSIR, ICMR among others and to leverage flagship projects of the Government of India such as 'ARPIT, 'VAJRA', 'SPARC', 'GIAN', etc. Every faculty member is encouraged to write funding application to national and international agencies for obtaining research projects both through bilateral and multilateral modes. The faculty members are being encouraged to **publish their research in quality peer-reviewed national and international journals**.

The university also takes its **extension activities** very seriously. Faculty members and Departments and Centres of Learning are continuously encouraging consultancy services to governmental and non-governmental organizations. The university has a vision to take its extension activities to a new level.

Our Outreach Programme is being further envisaged to ensure **community development of the neighbourhood** by keeping the institution socially relevant. Our intervention for the development of five adopted villages (Meethapur, *Jaitpur*, *Aali*, *Molarband* and *Tajpur*) under the **Unnat Bharat Abhiyan (UBA)** will be reinforced. The contribution of the NSS for doing **social service and meeting unforeseen exigencies** will be enhanced. More Blood Donation Camps, Oral Health Camps, Legal Aid Camps will be organized to provide relief and support to the people at large. The flagship programme of '**Ek Bharat Shreshtha Bharat**' (EBSB) will be further used to integrate the nation linguistically and culturally through **exchanges and acquisitions of regional languages and cultures**. The institution has plans to optimize the gains for all stakeholders in the university through participation in the '**Fit India Movement**' campaign, '**Fundamental Duties**' campaign and '**Swachh Bharat Abhiyaan**'. Co-curricular, extra-curricular and sporting activities are being enthusiastically promoted with a contingent grant from a university. Awards have been instituted to bring out the best in the

students and faculty. Students are continuously encouraged to **participate in national and international competitions in fields of sports, filmmaking, poster making, exhibitions, innovations, hackathons, start-ups., etc.**

Another area that requires strategic planning pertains to **infrastructure and learning resources**. The university is engaged in developing its physical facilities for teaching and learning, sports and cultural activities. The institution is in the process of seeking a loan from the **Higher Education Funding Agency (HEFA)** – a joint venture of the Ministry of Education and Canara Bank to create and develop seven (7) projects in the next five years that will involve the construction of total **1, 09,012 square meters** physical space. These facilities would include **Multistoried Administrative Block**, construction of **Academic Block for Health and Allied Sciences**, construction of **Research and Teaching Block**, **Hall of Residence for Girls and Boys**, construction of **Residential Staff Quarters/Towers**, construction of **Teaching Training Block**, construction of **Classrooms** (24 Nos.). The total estimated cost for these projects is **423.30 Crores**.

All developmental activities are informed by **consciousness of environmental conservation**. We propose to keep the 65 % **green cover** on the campus intact. In the coming years we shall target **carbon neutrality** by promoting **carbon-free transportation on the campus** for all the stake holders. We have made significant

strides in promoting water harvesting and harnessing solar energy. We have plans to make all our buildings **solar-energy compliant** in future. Our efforts have already borne fruit as our electricity consumption cost has encouragingly come down following installations of solar panels on all roof-tops.

The university plans to put in place an **Integrated Library Management System** to ensure that every Learning Resource is efficaciously put in use. The attrition of the Learning Resources will be eliminated through the **installation of RFID**. The university provides **remote access to e-resources** not only available in the library but also made available at external locations. The institution is planning to make available a **virtual repository of learning resources** to the learners' community through a single window by joining forces with the National Mission on Education through Information and Communication Technology (NMEICT) and the National Digital Library of India (NDLI). The University Library would also have a section for knowledge-linked recreation that will allow users to access award-winning national and international movies, sporting events, public lectures, digital content of events of historical importance, wildlife, physical Geography, climate change, space explorations, and cultural bonanzas among others.

The university has a plan to install **ICT-enabled infrastructure** in all 9 Faculties of Study to **enable online and remote teaching**. Online teaching and delivery of academic content with an integration of technology is the pedagogical platform for the future. This will also enable the institution to have an **international enrolment of students** for several academic programmes. The ICT-enabled infrastructure will help the teachers to deliver **Real-Time classroom lectures** and students would have opportunities for **Real-Time interactive sessions** with teachers during such engagements. **ICT enablement is one of the highlights of the strategic plan to make the university academically/pedagogically viable in the years to come.**

Keeping the campus infrastructure intact and fully functional is another long-term goal and priority for the institution as it involves upkeep and regular maintenance of the existing infrastructure. The task becomes all the more challenging in the face of resources crunch. It is not only through **resource mobilization and fiscal prudence** that this objective can be realized. The exercise of **campus development** in terms of sewerage-network, road carpeting, electrical/ civil maintenance, regular and vital installations, horticultural activities will remain on high on the priority list for the smooth conduct of the affairs of the university.

The university has a strategic plan for **student mentoring and support**. It has put in place structured support and mentoring mechanism to achieve this goal. The Dean Students' Welfare has a dedicated team to take this process forward in collaboration with Heads of the Departments, Directors of Centres, Subject Association Advisor, Student Advisor, Placement Advisor in every Department/Centres who work in collaboration with the University Training and Placement Cell.

The students' welfare is always at the centre stage in the general scheme of things. Students' welfare programmes are continuously improved upon and student-centric infrastructural facilities in departments/centres/hostels/ auditoriums/canteens/sports grounds are being routinely upgraded. The university formulates policies for inclusive admission, curricular, co-curricular and extension activities. JMI proposes to put in place a **Student Quality Assurance Cell** to assess, monitor and pro-actively strategize to address student-related matters. The Sports Committee and Cultural Committee are being strengthened to encourage student participation in sporting and cultural activities. These committees have already nurtured thousands of students.

Adequate attention is being given for the **promotion of life skills** amongst students. Concerted efforts are on to enhance **communication skills**,

interpersonal skills, time management, team work, flexibility, problem solving, professional skills, decision making skills, leadership abilities and universal values among others through the organization of special programmes/workshops for the students.

The Training and Placement Cell is being fully integrated with industry to create over 90% employability of our students in reputed companies and organizations. It will become more robust in the years to come with an **enhanced Institution-Industry Linkage**. The Institution-Industry Linkage is to be achieved through creation of a **Task Force** with short-term and long-term targets. The institution is preparing a roadmap for an intensive industry-interface with the **Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI) and Associated Chambers of Commerce and Industry of India (ASSOCHAM)**.

The **Grievance Cell** is being strengthened to address grievances pertaining to students. Students are institutionally encouraged to articulate their grievances for redressal. They can make use of offline/online mode for their expression. The Deans, Heads, Directors, DSW, Chief Proctor encourage students to write to them directly should they confront issues and problems.

Anti-Ragging Committee is headed by senior functionaries in the university to ensure **zero tolerance for ragging** on the campus. The **Internal Complaint Committee (ICC)** addresses all **cases of sexual harassment on the campus, if any. Students' Affairs Section** that comprises a proctorial team of teachers from all Faculties of Study, Security Supervisors, Security Assistants, headed by the Chief Proctor, enforces discipline on the campus.

The university publishes an **updated prospectus** every year. A **handbook for students** is brought out to inform them about all the processes for addressing their needs and requirements on the campus. Students, through orientation programmes at the commencement of every academic session, are sensitized about their academic needs and responsibilities for a meaningful contribution to the corporate life of the university.

The **Ansari Health Centre** takes care of the physical health of the students along with other stakeholders. It is being continuously upgraded to meet the challenges of the pandemic through acquisition of oxygen cylinders, oxygen concentrators, pulse oximeters and advanced diagnostic kits to address several medical needs. The university has a **vision to set up a Medical College-cum-Hospital in the university** to meet the health requirements of the people living in South-East Delhi. The university administration is engaged with the **Government**

of India to take this project forward. This would not only provide healthcare to people in our part of the city but also address the health exigencies of over 25000 students including day scholars and hostlers staying in various Halls of Residence. JMI has already put in place a **Centre for Counselling and Guidance** for students. It is being further strengthened by bringing in top professionals to take care of mental health needs of the students.

The student support and progression is ensured by developing **additional hostels** so that students coming from different parts of the country get safe, healthy and affordable accommodation on the campus for their academic progress and all-around growth.

There are plans to expose students to many national and international seminars, workshops, conferences and symposia to enable them to participate in such academic activities that contribute to academic excellence. Research opportunities are being created to establish an **abiding culture of research and innovation** on the campus.

Students are being encouraged to take advantage of the **international exchange programmes** with international educational institutions and overseas universities under the aegis of MoUs and Agreements. More such student-centric exchange programmes are being developed with our collaborative partners.

The **Centre for Coaching & Career Planning (CCCP)** has created the necessary mechanism and infrastructure to help students receive advice from academics and professionals to plan their careers and get suitably coached for various services. The **Residential Coaching Academy** is training students to crack civil services examinations administered by UPSC and various State Public Service Commissions. Since JMI has achieved great success in this regard, it has plans to increase the intake capacity for women minorities, SCs, STs backward classes and meritorious students to increase its alumni presence in national and state services.

JMI has set up an **Alumni Connect** to bring together the alumni of the university locally and globally. The university alumni are being invited to play a significant role in the growth story of the institution by generating intellectual capital and material resources for the university. They are being co-opted on all statutory bodies of the institution to offer a **fresh growth-perspective and participate in the decision-making process**. The university would be setting up an **Endowment Fund** to receive donations for the growth of the university. Necessary official steps are being undertaken to formalize the process towards it.

The university continuously strives to ensure that its statutory positions get filled up through due process. The **governance and management process is**

always kept participatory and transparent. Teachers of the university are assigned **adjunct administrative responsibilities** to manage the affairs of the university. The leadership of the university has guided the institution to complete **digitalization.** The **Digital India Initiative (DII)** of the Government of India is being actively pursued. The institution is moving towards **paperless transactions** of all administrative processes and engagements. The university is in the process of increasing the **ERP Modules** (18 as of now) for administrative processes and documentation. Close to 99% of the institutions **financial transactions are cashless.** Salaries, pensions, collection of fees, disbursement of scholarships/fellowships and payment to vendors in the entire supply chain architecture are done digitally/online/cashless modes. The university has plans to **integrate several online e-governance modules into single platforms for improved governance and enhanced security.** The university has set up an online Grievance Redressal Portal that is managed by a High Powered Committee. The institution has appointed Nodal Officer for further **Centralized Public Grievance Redress and Monitoring System (CPGRAMS)** to look into submitted grievances to public authorities on any subject related to service delivery in the country. This platform is available to every citizen of our country 24 x 7 to lodge her/his grievances to public authorities.

For the utilization of the funds received from UGC and other funding agencies, the university has successfully **implemented EAT Module of the Public Financial Management System (PFMS)** by feeding day-to-day transactions as recorded in the cash book. Given the fact that the university has an obligation towards compliance with initiatives introduced by the Government of India, all-action plans are/will be in sync with the fiscal processes of the Government in accordance with the General Financial Rules 2017.

The New Education Policy (NEP)-2020 has offered a new vision for India in the 21st century. It has come up with policies and measures to meet the aspirations and perspectives of the students and people in consonance with the challenging times and emerging new global order. **JMI is aligning its academic policies and programmes with the NEP-2020, factoring in sustainable development, goals, to realize the potential of our youths.** It is in the process of strengthening the **multi-disciplinary character of the institution**, re-structuring to curricula to offer **multiple entry and exit to students**, establishing **National Academic Depository (NAD)** to facilitate easy online access to degrees, certificates, mark-sheets, consolidating **Academic Bank of Credit (ABC)** to enable students to make their choices and selection of courses and programmes introducing **Massive Open Online Courses (MOOCs) and SWAYAM platforms** of

the Government of India and enabling students to do **credit transfer of the courses** available on SWAYAM and also introducing **skill-development** component in the academic programmes along with core subjects to equip them with skill-sets for each individual learner to enhance her/his employability. Promotion of **regional languages** is another priority area for the institution.

At the end of the day, the university would take pride in producing well-rounded individuals, ready to contribute to the progress of the nation and prosperity of the world at large in sync with its vision ‘ **to create a human universe that offers inclusiveness, equity , fellowship, justice and peace for one and all**’.

An appendage:

It is pertinent to highlight that a public university like Jamia Millia Islamia (JMI) is dependent on annual grant-in-aid to meet its recurring, non-recurring and development-linked expenditures. The generation of internal receipts conservatively supplements the available grant-in-aid corpus. It can formulate an ambitiously designed strategic plan for the growth and development of the university but the same is to be aligned with the fiscal health of the nation. There

are times when the development process finds itself on a fast-track unlike times when it gets slowed or derailed. Since the institution has not been founded on a self-sustainable model, it is not able to generate adequate resources to meet all its costs and expenses.
