VISIONARY GOALS
MISSION OBJECTIVES
AND
IMPLEMENTATION STRATEGIES

UNIVERSITY OF RAJASTHAN
JAIPUR, RAJASTHAN

PREFACE

The University of Rajasthan occupies a unique position as one of the oldest institutions of higher learning in the State and has the distinction of being the University with the largest number of enrolled students. The University was established as the University of Rajputana on 8th January 1947. Later in 1956, it was renamed as the University of Rajasthan, in accordance with the democratic credentials of the nation. In its journey of 67 years, the University has made substantial contributions to the realm of higher education. It has been accorded the "University with Potential for Excellence" (UPE) status by the University Grants Commission and a research grant (PURSE) by the Department of Science and Technology in recognition of its research.

The University has a glorious past with many eminent scholars as members of its faculty. The alumni of the University have served with distinction within and outside the state. Considering its rich and veritable tradition of higher education and learning, the University needs to redefine its visionary goals and mission objectives. This is particularly important in view of the education system undergoing a metamorphosis with a palpable shift in the philosophy of education. It is imperative for the University to redefine its academic objectives and chart out the path to meet them.

In the constantly evolving academic milieu, we need consistency in our endeavours to maintain quality in education. Considering

the aspirations of young and promising students, due guidance and counselling is to be provided. The academic ambience of the University should help the faculty members realize their full potential. To actualize this vision, the initiative of convening a Vision Committee with eminent educationists and policy makers was taken.

The deliberations amongst the members and different stakeholders culminated in the present document. I deeply acknowledge the advice of the members of the Vision Committee, whose active guidance resulted in the present form of this document. I gratefully acknowledge the contributions of members of Task Forces, Deans of all faculties, Heads of departments, Directors of Centres, supporting staff and students and look forward to their continued support to realize the goals and achieve the objectives envisaged in this document. The document in the present form owes a lot to the members of the Coordination Committee whose untiring efforts have been commendable.

Jaipur   **Dev Swarup**
October 2014   **Vice-Chancellor**

VISIONARY GOALS, MISSION OBJECTIVES
AND
IMPLEMENTATION STRATEGIES

UNIVERSITY OF RAJASTHAN : PAST, PRESENT AND FUTURE

The University of Rajasthan established on 8th January 1947 is one of the oldest institutions of higher learning in the state. With 1122 affiliated colleges, 6 constituent colleges, 37 post-graduate departments, 9 faculties and 22 centres, the University is perhaps one of the largest in the country. The total strength of the students in university on campus and affiliated colleges is over 11.5 lakh inclusive of PG students and about 5000 Ph.D. scholars. The current faculty strength is 569. The glorious past of the University is reflected by the presence of many eminent scholars as members of its faculty. The University takes pride in the large number of its outstanding students who have served with distinction across the country.

Even though the University still maintains this capability to considerable extent, there is an acute awareness of overall waning of its stature. The University faces enormous challenges in effectively pursuing its academic objectives partly due to lack of effective governance and financial constraints. Lack of sufficient number of faculty members in the departments has been a major handicap in fulfilling its academic commitments.

The present challenge, therefore, is to embark on bold initiatives and set higher targets for teaching, learning and research domains

of the University. There ought to be determined efforts to transform the University of Rajasthan into a Flagship University and as an excellent center for human resource development.

The University strives to achieve international standards of excellence emphasizing on research productivity, and attain worldwide reputation for outstanding teaching leading to a brand name that transcends national borders. Given its impressive record of the past, the existing constraints and ground realities are not to be viewed as self-limiting in defining a higher trajectory. The visioning process can provide the opportunity to blend reality with idealism.

PREAMBLE

Every renowned university sets out lofty ideals for its future direction and strives to attain a unique identity of its own in terms of excellence in teaching, research and societal relevance. It seeks to learn from other reputed institutions in the country and abroad as to what contributes to excellence. It benefits by advice and guidance from well meaning experts on various aspects of propelling the university to greater heights. For this purpose it also becomes necessary to constantly introspect about its achievements and limitations and set short term and long term goals and objectives with a view to attain greater prestige and eminence.

The University of Rajasthan in its endeavour to reclaim its glory and to make a unique mark in a vastly competitive world of higher education would have to set for itself daring and realizable

Visionary Goals and Mission Objectives. To realize the goals and objectives, the operational strategies have to be designed keeping in view the actual potential. The Vision and Mission would have to include not only the traditional functions of the University in terms of teaching and research but should also take cognizance of emerging global paradigms in knowledge systems. The goals and objectives that follow are to be understood in this context for effective implementation.

VISIONARY GOALS

The most important visionary goal shall be to transform the University of Rajasthan as a Flagship University for the development of other universities in the State of Rajasthan, whether in Public or Private Sector.

The University shall

- strive to foster an academic environment that enhances knowledge base, creativity and productivity providing accessible, affordable, holistic and value-based quality education leading to overall development of the learner.

- develop centers of academic excellence for dissemination and advancement of knowledge through teaching and research, intellectual discourse and emerging learning paradigms.

- provide an enabling system of governance that is transparent, objective, responsive, accountable and promotes excellence, diligence and ethical practices.

- promote societal engagement and outreach by curricular contents as well as by project and field activities.

MISSION OBJECTIVES

The core mission of the University of Rajasthan, as a Flagship University, is to develop a healthy blend of undergraduate and postgraduate education along with focused research activities and meaningful international engagement.

Concomitantly its mission will include substantial social dimensions such as regional economic engagement, community technical services, support for lifelong learning and mutually beneficial academic relationship with school and college system.

Keeping this in view the University of Rajasthan shall

- aim to be a leading centre for learning and knowledge creation in the country with a global footprint.
- encourage quality teaching and research across disciplines and promote adoption of emerging approaches to learning both inside and outside the class room.
- promote value-based work culture and accountability.
- provide an enabling environment for innovation, academic debate and discourses.
- ensure that researchers are able to work with free minds.
- nurture students as sensitive, ethical and conscientious citizens.

- support students' participation in co-curricular activities, provide psychological, social and academic counselling and facilitate realization of their aspirations.

- adopt good governance practices through the use of modern information and communication technologies.

- continuously assess curricular structure and contents, delivery processes, evaluation practices and provide feedback for subsequent actions.

- have comprehensive documentation of all its operational functions and pursuits.

- adopt democratic processes which safeguard its interest and that of the stakeholders.

IMPLEMENTATION STRATEGIES:

1. Academic Programmes

The University shall

- undertake periodic evaluation of all academic programmes. Their redesign should reflect emerging global trends, changing knowledge systems, compelling societal expectations and the available expertise of the University. All academic programmes and courses should have well defined objectives and prerequisites.

- organize teaching and learning processes so as to conform to current and emerging knowledge systems combining formal with informal learning; encourage self learning

including e-learning and flexible learning; provide for choice based credit system and academic mobility across all disciplines.

- provide scope for students to accumulate credits from the parent institution as well as from other selected reputed institutions, including relevant online programmes to complete the degree requirements.

- formulate special and advanced courses that target the needs of specific sectors, either on its own or in partnership with relevant sectors such as banks, small and medium enterprises etc.

- encourage internship of students at undergraduate and postgraduate levels with relevant organizations to acquire work place skills.

- abolish all academic programmes under self-financing mode in order to sustain equity and inclusiveness and to prevent involvement of sub-standard faculty.

2. Research and Innovation

The University shall

- require every member of the faculty to obtain research funds from government/ other national, international funding agencies. This objective should be achieved in a planned manner within the next five years.

- make every faculty member aware of the funding opportunities available with agencies such as UGC, DBT, DST, CSIR, ICSSR and host of other departments and ministries in the government and public and private sector corporations which have very special research needs.

- promote the research ambience by incorporating research component in undergraduate programmes and encourage postgraduate students to pursue research projects.

- provide an enabling environment for the growth of research activities through a variety of initiatives including providing an adequate start up grant to every entry level faculty member.

- provide incentive to the faculty members by way of sharing the overhead cost of funded projects.

- provide autonomy to the Principal Investigator for utilizing of research funds through implementation of a Research Project Management System to ensure accountability and transparency.

- create an enabling environment for translation of research outputs into intellectual property.

- promote creation of major centres of research and development such as Innovation Park, Product Incubators, Entrepreneurship Centres etc. availing existing major sources of funding. Over the next five years, four or five externally funded centres of R&D should be promoted.

- encourage the participation of its faculty in coordinated research projects at national and international level.

3. Faculty Development

The University shall

- undertake conscious efforts to induct members of faculty who have high potential for their personal as well as institutional growth in order to meet the imperatives of teaching, research & development and societal engagement.

- make available the profile of each faculty member on the portals of the University with updated resume along with links to their activities and accomplishments. This should be available on public domain.

- provide sufficient scope for professional advancement by establishing schemes such as sabbaticals, participation in prestigious conferences, duty leave to visit or work in reputed and world renowned institutions.

- make deliberate efforts to invite eminent scholars as Visiting/Adjunct faculty.

- promote diversity in academic and research profile, and in places of origin of the faculty and students.

- undertake special efforts to identify 4 or 5 thrust areas of research with scope for major funding from external agencies facilitating participation of several departments, research scholars and students.

- achieve optimum utilization of available sanctioned strength of faculty members through redistribution of faculty members amongst departments in accordance with the

needs of the programmes of the departments and the specialization of the faculty.

- recognise the special needs of its faculty members and work to safeguard their interests to elicit best performance and optimal productivity.

4. Support System

The University shall

- make deliberate efforts to recruit, train, incentivize and promote the support staff of the University for smooth and efficient performance; the support staff being an essential component of the active human resource of the University.

- evolve and disseminate policies related to different categories of support staff dealing with technical functions, administrative functions, service functions and house-keeping functions etc.

5. Resource Generation and Management

The University shall

- establish a corpus fund by funneling earmarked resources other than the Block Grant in order to meet its fluctuating financial requirements.

- take measures for conservation and protection of its fixed as well as liquid assets. Available technological aids

like GPS shall be used for digital mapping of the University land area, considering that conservation and protection of resources is as important as resource generation and mobilization.

- constantly deploy effective means for the efficient use of major utilities such as electricity and water.

- adopt modern fund management system by constituting a Fund Management Committee of experts to advise on high and safe returns on investment.

- automate the major activities such as examinations, student enrollment and registration, fee collection and other areas of campus management system. These can result in enhanced efficiency of the services besides substantial savings of the resources.

6. Sustainability

The University shall

- make special efforts towards development of a green campus and obtain green rating of all new buildings.

- ensure that every department has a sustainability component in the teaching and research activity. Issues of sustainability should prevail in all growth and development oriented activities as a fundamental culture of the University.

- make efforts to increase awareness amongst all stakeholders regarding conservation of its resources.

7. **Societal Engagement**

   The University shall

   - demonstrate its commitment to meaningful social development programmes, as the activities of the University in general evoke social attention and raise societal expectations.

   - seek the active support of the alumni to realize the march towards excellence.

   - organize a set of well designed vibrant activities as an integral part of learning beyond the class room, which can help many different sections of the society ranging from school children, teachers, artisans, entrepreneurs and others.

   - engage its faculty and the students in innovative social activities which can enrich the teaching and research programmes.

8. **Infrastructure Renovation and Development**

   The University shall

   - make a master plan to fulfill the expected growth in academic and research activities as well as residential facilities and essential amenities for infrastructural growth, in consonance with the goals and mission outlined here.

   - adopt a carefully structured strategy to meet the aspirations of the University community, keeping in view the development and maintenance of infrastructure being capital intensive.

- direct efforts towards renovation and up-gradation of all essential academic and research facilities such as library, departmental classrooms, rest and relaxation facilities, interactive spaces, campus maintenance, residential upkeep and so on. The current initiative to provide wi-fi enabled campus shall be complemented with provisions for including new advances in technologies. The mobilization and allocation of resources for this purpose should be on the basis of priorities arrived through campus-wide consultations.

9. Governance

The University shall

- articulate a new model of governance that will be in consonance with the Visionary Goals and Mission Objectives and Implementation Strategies outlined in this document.

- consider the successful models of governance of most of the centrally funded institutions as a basis for the governance structure of University of Rajasthan to function as a Flagship University.

- act autonomously with fairness and accountability to promote attributes that conform to the realization of the Visionary Goals and Mission Objectives.

- facilitate a governance system which provides a healthy sense of academic freedom amongst the faculty as well as students.

EPILOGUE

This document has emerged as a need to introspect and define a course for the evolution of the University. The various steps in achieving this are detailed below. Also detailed are the specific recommendations of the Committee that may require interaction with the outer agencies and the Government.

1. FORMATION OF THE VISION COMMITTEE

The stature and reputation of the University of Rajasthan had seen a declining trend in the past years. This created a general sense of discontent among its stakeholders. Intending to explore the possible avenues for revival and rejuvenation of the University, it was decided to seek the advice of several eminent educationists in the country. For this purpose, a Vision Committee with open-ended terms of reference was constituted. The names of the members of the Vision Committee and the Special Invitees are shown in Annexure I. Though all the members could not participate in all meetings, their views and suggestions are included in this document.

A Coordination Committee (Annexure II) was constituted to apprise the members of Vision Committee of the present status of the University including its strengths and shortcomings. Based on the input received from the various departments and subsequent discussions, the Coordination Committee prepared an Analysis Note for the perusal of the Vision Committee and compiled the present document.

2. THE APPROACH

In the light of the Analysis Note, and in order to arrive at its recommendations for the proposed Vision and Mission of the University, the Vision Committee had wide-ranging discussions with the faculty, students, staff and other interested stakeholders. In October 2013, a series of meetings were held with the teaching community, non-teaching staff and representatives of student bodies and others. The Committee also met the then Chancellor of the University and Honorable Governor, Smt. Margaret Alva, to apprise her of the task assigned to the Committee and to seek her suggestions.

Senior faculty members, Deans, Heads of the Departments, and Directors of different Centres informed the Committee of the various initiatives already underway including faculty induction and improvement in general administration. As a result of various discussions and consultations, seven Task Forces were constituted to provide specific inputs to the Vision Committee on issues relating to academic programmes, faculty, infrastructure, societal engagement, college affiliation, cultural activities and resource generation. Each Task Force consisted of seven faculty members (Annexure III). The Task Forces held several meetings to consider in depth the key aspects of their respective domain of interest and prepared their reports. Their initial ideas were presented before the teaching and non-teaching staff as well as students for discussion and feedback. The Task Force reports were communicated to the members of the Vision Committee.

Subsequently, the conveners of the Task Forces made presentations before Vision Committee on 3rd and 4th April 2014. The comments and suggestions of the Vision Committee were further considered by the Task Forces and the Coordination Committee. In the afternoon of 3rd April, a proposed Vision and Mission Statement prepared by Coordination Committee, along with a summary of the reports of the various Task Forces, was presented to the members of the Syndicate, Deans, Heads of the Departments, Directors of Centres and some former members of the faculty. The Vision Committee interacted with the members of Syndicate and others present in the meeting. The various suggestions and comments that were made in the meetings were consolidated and synthesized in the form of Visionary Goals, Mission Objectives and Implementation Strategies during the meeting on 4th April 2014.

3. OTHER RECOMMENDATIONS

This document may serve to guide the evolution of the University in the coming years. In addition to working to achieve the Visionary Goals and Mission Objectives through the Implementation Strategies outlined above, the Vision Committee also recommended that in order to accomplish these Mission Objectives it is imperative that the University of Rajasthan takes immediate initiative to become a unitary system with a limited number of constituent colleges. Most of the goals and objectives discussed above cannot even be marginally realized if the University does not become unitary.

3.1 Affiliation System

The affiliation system is the bane of the higher education system as pointed out by many eminent national commissions and has been responsible for decline and fall of many reputed universities in the country. Hence as a Flagship University it is necessary that the University of Rajasthan is endowed with a unitary status.

Administering and regulating more than 1100 affiliated colleges in the State of Rajasthan is a major responsibility of the University of Rajasthan, consuming many of its administrative and other resources. A separate University should be constituted by the state, on the lines of Rajasthan Technical University, as an affiliating University.

The mandate of the new University should be to deal with all matters relating to approval and recognition of colleges as well as their syllabi and examination. The new University will award the degrees on the basis of performance in the examinations conducted by it. Constituting the new University will provide the much needed unitary status to the University of Rajasthan, facilitating its evolution to meet the Visionary Goals and Mission Objectives. This would require an amendment to the Act of the University of Rajasthan, to be based on the decision at the highest level of policy making of the Government of Rajasthan.

3.2 Resources and Governance

Major resource base of the University consists of the Block grant from the State which should be norm based and predictable. The Block grant must provide for 100% of the salary component, normal maintenance and renewal expenditure as is the norm in

many other state universities in the country as well as in centrally funded institutions. The resources mobilized by the University should not be counted against the commitment of Block grant. The University will benefit immensely by financial adequacy.

Once the implementation process is initiated even partially, it is important that a monitoring mechanism with participation from internal and external experts is established to assess the progress primarily in the implementation strategy but also to revisit the goals and objectives in course of time.

Quality consciousness should be an integral part of all functions and activities of the University. Most reputed higher education institutions in India and abroad are flourishing mainly on account of a governance system that is autonomous, accountable, transparent and responsive to the larger expectations of students and the society. As a part of good governance, the University should be free from undue external interference in its functions. The University should be allowed to act autonomously with fairness and accountability to promote attributes that conform to the realization of the Visionary Goals and Mission Objectives.

The Vision Committee hopes for a very active support and encouragement of Government of Rajasthan to meet the goals mentioned here and transform the University to regain its glory. Effective leadership promotion should be an integral part of good governance.

Some of the recommendations may appear to encroach upon political processes but the intention behind such recommendations is to seek the understanding and support of the political establishment.

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4. Conclusion

Since this document advocates unprecedented measures and responsibilities it is necessary to discuss all substantive aspects among the faculty, staff and students as well as with other stake holders to obtain a measure of convergence of views on action points and for an effective implementation of strategies. In particular, the support and encouragement of the Government of Rajasthan are essential prerequisites for the structural transformation of the University as a Flagship University.

Increase in ownership and sensitivity of its community will have far reaching consequences benefiting the growth of the University. In the ultimate analysis the goals, objectives and strategies should be owned and driven by the faculty and the staff of the University with the support from the governance system.

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ANNEXURE – I

VISION COMMITTEE

Chairman:

Prof. Anandakrishnan (Chairman, Governing Board, IIT, Kanpur)

Members:

Prof. H. A. Ranganath (Former VC, Bangalore University)

Prof. S. Parasuraman (Director, Tata Institute of Social Sciences)

Prof. S. P. Thyagrajan (Former VC, Madras University)

Prof. K. L. Sharma (Former VC, University of Rajasthan)

Dr. Pankaj Mittal (VC, BPS Women University Sonepat, Harayana)

Prof. Meenakshi Gopinath (Principal, LSR and Member UGC)

Prof. Furqan Qamar (VC, Central University of Himachal Pradesh)

Prof. Suranjan Das (VC, Calcutta University)

Special Invitees:

Prof. Goverdhan Mehta (National Research Professor, University of Hyderabad)

Prof. Mrinal Miri (MP, Rajya Sabha & Former VC, NEHU, Shillong)

Prof. S.E. Hasnain (UGC Member, PM, SAC)

ANNEXURE– II

CO-ORDINATION COMMITTEE

Convener   : Prof. Kusum Jain

Co-Convener   : Prof. Sudhir Raniwala

Members   : Dr. Mahendra Pathak

                      Dr. Nidhi Singh

                      Dr. Rashmi Jain

                      Dr. Sushila Pareek

                      Dr. Vidya Patni

ANNEXURE–III

TASK FORCES AND THEIR MEMBERS

I. **Academic programmes:**

      1. Prof. Damyanti Gupta (Convener)

      2. Prof. Amita Sharma

      3. Prof. Anil Jain

      4. Prof. Anil Mehta

      5. Prof. M. K. Pandit

      6. Prof. Sudhir Raniwala

      7. Dr. G. P. Singh

II **Faculty:**

      1. Prof. N.D. Mathur (Convener)

      2. Prof. Joya Chakravarty

      3. Dr. Inakshi Chaturvedi

      4. Dr. Jayant Singh

      5. Dr. Mukta Agrawal

      6. Dr. Rashmi Raniwala

      7. Dr. Sushila Pareek

III **Infrastructure:**

      1. Prof. P. R. Sharma (Convener)

      2. Prof. Vibha Upadhyaya

      3. Prof. R. K. Kothari

      4. Dr. M. K. Pathak

      5. Dr. Ramavatar Sharma

6. Dr. Rameshwar Jat

7. Dr. V. K. Saxena

IV. Societal Engagement:

1. Prof. Asha Pande (Convener)

2. Prof. K. P. Sharma

3. Dr. Kanika Verma

4. Dr. P. J. John

5. Dr. Rashmi Jain

6. Dr. Shiela Rai

7. Dr. Shubha Dube

V. College Affiliation:

1. Prof. R.N. Jat (Convener)

2. Prof. Deepak Bhatnagar

3. Prof. Kailash Agrawal

4. Dr. C. P. S. Chandel

5. Dr. Manju Koolwal

6. Dr. Pankaj Nagar

7. Dr. Rashmi Jain

VI. Resource Generation:

1. Prof. R. D. Gurjar (Convener)

2. Prof. K. G. Sharma

3. Prof. Harsh Dwivedi

4. Dr. Payal Lodha

5. Dr. Rajeev Saxena

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6. Dr. Vidya Patni

7. Dr. Y. C. Joshi

VII.   Activities:

1. Prof. Maya Rani Tak (Convener)

2. Prof. Anshu Dandia

3. Prof. P. K. Kotia

4. Dr. Mini Nanda

5. Dr. Nidhi Singh

6. Dr. Paresh Vyas

7. Dr. Sarina Kalia

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