

CONFIDENTIAL

**MINUTES OF THE 13TH MEETING OF THE
BOARD OF MANAGEMENT**

HELD ON 11TH FEBRUARY, 2013 (MONDAY)
AT 10:00 A.M. IN PRIVATE DINING ROOM
INDIA INTERNATIONAL CENTRE, LODHI ROAD, NEW DELHI 110 003



**Bharat Ratna Dr. B.R.
AMBEDKAR UNIVERSITY, DELHI
LOTHIAN ROAD, KASHMERE GATE
DELHI 110 006**

**BHARAT RATNA DR B.R.
AMBEDKAR UNIVERSITY, DELHI**

**MINUTES OF THE 13TH MEETING OF THE BOARD OF MANAGEMENT HELD
ON MONDAY, THE 11TH FEBRUARY, 2013 AT 10.00 A.M. AT PRIVATE DINING
ROOM, INDIA INTERNATIONAL CENTRE, LODHI ROAD, NEW DELHI-110003**

PRESENT

- | | | |
|----|---|-----------------|
| 1. | Professor Shyam B. Menon, <i>Vice Chancellor</i> | Chairperson |
| 2. | Professor N. R. Madhava Menon
<i>Nominee of the Government of NCT of Delhi</i> | Member |
| 3. | Dr. Kiran Datar
<i>Nominee of the Government of NCT of Delhi</i> | Member |
| 4. | Shri Rajendra Kumar
<i>Secretary (Higher Education)</i>
<i>Nominee of the Government of NCT of Delhi</i> | Member |
| 5. | Professor Chandan Mukherjee
<i>Dean, School of-Development Studies</i>
<i>Nominee of the Chancellor</i> | Member |
| 6. | Professor Ashok Nagpal,
<i>Dean, School of Human Studies</i>
<i>Nominee of the Chancellor</i> | Member |
| 7. | Professor Kuriakose Mamkoottam
<i>Director, School of Business Public Policy &
Social Entrepreneurship</i>
<i>Nominee of the Chancellor</i> | Member |
| 8. | Ms. Sumati Kumar, <i>Registrar</i> | Secretary |
| 9. | Smt. Asha R. Rungta, <i>Controller of Finance</i> | Special Invitee |

Professor Armaity Desai, Nominee of the Government and Shri Shakti Sinha, Principal Secretary (Finance) regretted inability to attend the meeting.

The Vice-Chancellor extended a warm welcome to all members of the Board of Management.

The Board expressed a deep sense of appreciation for the services rendered by the outgoing members Shri Lalmalsawma, Former Principal Secretary (Higher Education), GNCT of Delhi and Shri D.M. Spolia, Former Principal Secretary (Finance), GNCT of Delhi, now the Chief Secretary, GNCT of Delhi. The Board extended a warm welcome to the new member Shri Rajendra Kumar, Secretary (Higher Education), Government of NCT of Delhi and Shri Shakti Sinha, Principal Secretary (Finance), Government of NCT of Delhi.

AUD/BOM(12)/31.07.2012

Sumati Kumar

Rungta

The Board deliberated on the following items:

1) To consider confirmation of the Minutes of the 12th Meeting of the Board of Management held on Tuesday, the 31st July, 2012

Resolved to approve the Minutes of the 12th Meeting of the Board of Management held on 31st July, 2012, including the agenda item approved through circulation, "Letter No. AUD/Admn/BOM(13)/2012-13/9661 dated 04.10.2012" (**Appendix-1**).

2) To Report on Action Taken on the decisions of the 12th Meeting of the Board of Management held on 31st July, 2012

While resolving to approve the action taken on the decisions of the 12th meeting, the Board of Management also decided:

- i) That the full text of the Minutes of the other Authority Bodies, viz., the Academic Council, the Finance Committee and the Establishment Committee be not included in the agenda of the Board of Management in future, instead only a summary of the deliberations of these bodies be included highlighting those resolutions of these bodies that have policy implications and where the consideration of the Board of Management is called for.
- ii) Approval on the items for Reporting and Ratification could be done, whenever possible, through circulation. This would allow sufficient time for the items requiring substantive discussion during the meetings.
- iii) Minor corrections were made in items No. 16 and 17 on the Report of the Action Taken (revised copy enclosed) as (**Appendix-2**).

It was decided to authorize the Vice Chancellor to constitute a Business Advisory Committee to look into the Business Procedures of meetings of all the Authority Bodies.

3) To Report the extension of period of Deputation/Extra Ordinary Leave with Lien

Resolved to approve the extension of period of Deputation/Extra Ordinary Leave with Lien for the following faculty members:

Extension of Deputation:

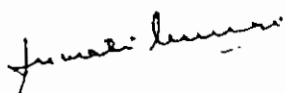
1. Dr. Sanjay Kumar Sharma, Associate Prof.

Extended Till

31.01.2014

Extension of Extra Ordinary Leave with Lien:

- | | |
|-----------------------------------|------------|
| 1. Prof. Geetha Venkataraman, SUS | 31.07.2013 |
| 2. Prof. Honey Oberoi Vahali, SHS | 31.08.2013 |
| 3. Dr. Rachna Johri, SHS | 14.03.2013 |
| 4. Dr. Amites Mukhopadhyay, SLS | 31.07.2013 |
| 5. Dr. Kiranmayi Bhushi, SLS | 31.07.2013 |
| 6. Dr. Diamond Oberoi Vahali, SLS | 09.01.2013 |



4) To Report the Extension of Joining time

Resolved to approve the Extension of Joining time of the following faculty members:

1. Dr. Milind Wakankar, Associate Professor, School of Culture & Creative Expressions. Joining time extended upto 01.12.2012.
2. Dr. Suchitra Balasubrahmanyam, Associate Professor, School of Design. Joining time extended to early November 2012.

II. Further resolved to approve the Extension of contractual engagement of the following officer:

1. Ms. Alka Rai, Assistant Librarian, the contractual engagement was extended till 9 December 2013.

5) To Report Joining details of new faculty members

Resolved to approve the joining details of the new faculty members listed in the Appendix. (Appendix- 3)

6) To Report confirmation of appointment of faculty members

Resolved to approve the confirmation of appointment of the faculty members listed in the Appendix. (Appendix-4)

7) To Report resignation of Mr. Trinadh Nookathoti, Assistant Professor from SLS

Resolved to approve the resignation of Mr. Trinadh Nookathoti, Assistant Professor from SLS w.e.f. 26th July, 2012 (afternoon).

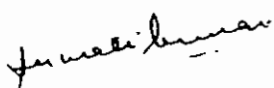
8) To Report child Adoption Leave sanctioned to Dr. Shailaja Menon

Resolved to approve the Child Adoption Leave sanctioned to Dr. Shailaja Menon, Assistant Professor, SLS. She has been sanctioned 180 days' Child Adoption Leave w.e.f. 19.07.2012 to 14.01.2013 as per rules.

9) To Report extension of probation period of Dr. Dheeraj Kumar Nite

The Board took serious note of the case and resolved that the probation of Dr. Nite shall begin from the day of his return from his visit to South Africa i.e. 23/04/2012.

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- 10) **To Report the List of Holidays to be observed in AUD during the year 2013**

Resolved to approve the List of Holidays to be observed in AUD during the year 2013. (Appendix -5)

- 11) **To ratify the Minutes of the Second Meeting of the Academic Council held on 23rd August, 2012**

Resolved to ratify the Minutes of the Second Meeting of the Academic Council held on 23rd August, 2012

- 12) **To ratify the Minutes of the Third Meeting of the Academic Council held on 10th December, 2012**

Resolved to ratify the Minutes of the Third Meeting of the Academic Council held on 10th December, 2012.

While ratifying the Minutes of the Academic Council, the Board resolved that the system of payment of stipends for MPhil and PhD students as per norms approved by the Academic Council in its third meeting and the Finance Committee in its seventh meeting (which is stated below) be implemented with effect from the beginning of the financial year 2012-13.

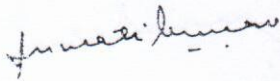
- a. Stipends be awarded for M.Phil./Ph.D. students in non-professional areas at par with the UGC stipend scheme for Central Universities.
- b. Stipends be awarded for M.Phil./Ph.D. students in Psychotherapy and Clinical Thinking at par with the Stipend scheme in National Institute of Mental Health and Neurological Sciences.

- 13) **To ratify the Minutes of the Seventh Meeting of the Finance Committee held on 15th October, 2012**

Resolved to ratify the Minutes of the Seventh Meeting of the Finance Committee held on 15th October, 2012 (Appendix-6).

On item no. 1, of the 7th Finance Committee, the Board desired that the opportunity cost saved by the University while implementing the scheme "Earn while you Learn" for students be calculated to arrive at the actual data on the saving, since deployment of students for various tasks/jobs under the Scheme is actually in lieu of deploying regular staff.

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Under any other item, the Board noted that the Delegation of Financial Powers shall need further revision to include the powers to be delegated to the Pro-Vice-Chancellor.

14) To ratify the Minutes of the Eighth Meeting of the Finance Committee held on 18th December, 2012

Resolved to ratify the Minutes of the Eighth Meeting of the Finance Committee held on 18th December, 2012.

On item no. 6, of the 8th Finance Committee, the Board noted that the DDA has since raised the bill of demand of the land cost at Dheerpur amounting to Rs. 111,63,57,590/- which has now been sought from the GNCTD (Appendix-7)

15) To ratify the Minutes of the 8th Meeting of the Establishment Committee held on 11th October, 2012; 21st November, 2012 and 18th December, 2012

Resolved to ratify the Minutes of the 8th Meeting of the Establishment Committee held on 11th October, 2012; 21st November, 2012 and 18th December, 2012. However, the Board desires that the Recruitment Rules may be discussed in the Establishment Committee once more and whatever fine-tunings that need to be incorporated, be done before the Recruitment Rules are notified (Appendix-8)

16) To ratify the recommendations of the Selection Committees for various faculty positions

Resolved to ratify the approval of the Vice Chancellor of the recommendations of the Selection Committees for various faculty positions (Appendix-9)

17) To ratify the appointments of Deans/Directors

Resolved to ratify the appointments of the following Deans/Directors:

1. Appointment of Professor Ashok Nagpal as Dean (Academic Services) w.e.f. 01.09.2012 till further orders, in terms of Clause (3) of Statute 7A of the Statutes of the AUD.
2. Appointment of Professor Honey Oberoi Vahali as Dean, School of Human Studies w.e.f. 01.09.2012 for a period of three years, in terms of Clause (2) of Statute 7 of the Statutes of the AUD.

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3. Appointment of Professor Jatin Bhatt as Dean, School of Design w.e.f. 14.09.2012 for a period of three years, in terms of Clause (2) of Statute 7 of the Statutes of the AUD.
4. Appointment of Professor Venita Kaul as Director, School of Educational Studies w.e.f. 30.10.2012 till further orders as additional responsibility.

18) To ratify the appointment of Deputy Deans

Resolved to ratify the appointment of the following Deputy Deans:

1. Dr. Chirashree Dasgupta appointed as Deputy Dean, School of Undergraduate Studies w.e.f. 16.10.2012 for three years.
2. Dr. Rachana Johri appointed as Deputy Dean, Student Services w.e.f. 12.11.2012 for three years.
3. Prof. Denys Leighton appointed as Deputy Dean, School of Liberal Studies w.e.f. 23.11.2012 for three years or till his term ends on 02.08.2015, whichever is earlier.

19) To ratify the recommendations of the Leave Advisory Committee

Resolved to ratify the following recommendations of the Leave Advisory Committee: **(Appendix-10)**

1. Dr. Radhika Govinda, Assistant Professor, School of Human Studies, for grant of two years' Extra Ordinary Leave (without pay) with effect from 9.8.2012 for accepting teaching assignment at the University of Edinburgh, U.K.
2. Dr. Sumangala Damodaran, Associate Professor, School of Development Studies, for grant of Duty Leave to travel between 26.9.2012 to 1.11.2012 to accept the teaching assignment at the University of Cape Town, South Africa.

20) To ratify the grant of EOL for one year to Dr. Suchitra Balasubrahmanyam

Resolved to ratify the approval accorded by the Vice Chancellor of the grant of EOL for one year to Dr. Suchitra Balasubrahmanyam **(Appendix-11)**

21) To consider norms of payment to Visiting Faculty from abroad

Resolved to approve the norms of payment to Visiting Faculty from abroad as recommended by the Committee appointed for this purpose by the Vice Chancellor. **(Appendix-12)**

1. Visiting Faculty for duration of less than 10 days:

- | | |
|--------------------------|---|
| (i) Assistant Professor | One and half times that of the amount approved for domestic faculty of the same level |
| (ii) Associate Professor | -do- |
| (iii) Professor | -do- |

In addition, accommodation (single) and local conveyance will be provided.

2. Visiting Faculty for duration of more than 10 days, but up to one month and shall act as a resource person in teaching/workshops/seminars:

- | | |
|--------------------------|--|
| (i) Assistant Professor | One and half times that of the amount approved for the domestic faculty of the same level. |
| (ii) Associate Professor | -do- |
| (iii) Professor | -do- |

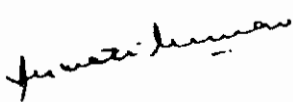
In addition, International return (economy) airfare, accommodation (single) and local conveyance shall be provided.

3. Visiting Faculty for duration of more than one month:

- (i) Assistant Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of an Assistant Professor with or without a Ph.D.
- (ii) Associate Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of an Associate Professor.
- (iii) Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of Professor.

In addition, international return (economy) airfare, accommodation (single) and local conveyance will be provided.

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- 22) **To consider grant of annual increment to Professor Denys Leighton, Visiting Professor**

Resolved to approve the grant of annual increment to Professor Denys Leighton, Visiting Professor retrospectively from 1.7.2010. The Board also resolved to approve building in the provisions of annual increment in tenurial / visiting appointments of duration longer than one year (Appendix-13)

- 23) a. **To consider proposal for creation of additional posts of Academic Fellows and Research Assistants**

Resolved to approve creation of 10 additional posts each of Academic Fellow and Research Assistants to the pool of Academic Fellows and Research Assistants already created through a resolution of the Board, as per norms already approved by the Board of Management.

- 23) b. **To consider creation of a separate budget head for Visiting/ Adjunct Faculty**

Resolved to approve the proposal for creation of a separate budget head for visiting faculty with funds earmarked equivalent to the cost of hiring on a regular basis 12 full time Professors. Appointments of visiting faculty at all levels as well as adjunct and guest faculty be drawn from this budget head. This will be in addition to such appointments made from time to time against vacant faculty positions. (Appendix-14)

- 24) **To consider fixation of pay in respect of Professor Shivaji Panikkar, Professor Jatin Bhatt and Dr. Debal C. Kar**

Resolved to approve the fixation of pay in respect of Professor Shivaji Panikkar, Professor Jatin Bhatt and Dr. Debal C. Kar (Appendix-15)

The Board desired that in future, decisions pertaining to advance increments and pay fixation for positions of Professor or equivalent, (if recommendations in this regard are not made by the concerned selection committees) be made by the Vice-Chancellor or as per recommendations by a Committee chaired by the Vice Chancellor with two or more external experts. For the positions other than Professors or equivalent, (if recommendations in this regard are not made by the concerned selection committees) be made by the Vice Chancellor on recommendation of a committee chaired by the Pro Vice Chancellor in the case of non-teaching positions and Dean (Academic Services) in the case of teaching positions with Professors or equivalent of the University as members.

25) To consider the draft policy on "Prevention of Sexual Harassment and Discrimination based on Gender Identity and Sexual Orientation"

The Board considered the draft policy on "Prevention of Sexual Harassment and Discrimination based on Gender Identity and Sexual Orientation." Members of the Board expressed their views on the draft policy. The representatives of the Committee that developed the draft policy recorded these observations. After due deliberations, the Board observed that in the first instance views of all stakeholders i.e. students, faculty and administrative staff may be obtained on the proposed policy. In the meanwhile, a workshop may be organized for a half-day interaction between members of the Board and the members of the committee that formulated the draft policy to enable the Board to clarify related matters and give their considered advice. The Board also expressed appreciation of the good work done by the Committee to bring out such a report after extensive deliberations. After this process is through, the draft policy be brought back for the consideration of the Board.

26) Proposed allocation of unassigned/unfilled Faculty positions sanctioned by the Board of Management

Resolved to approve the proposed allocation of unassigned/unfilled/vacant Faculty positions sanctioned by the Board of Management with minor corrections (**revised table of allocation enclosed as Appendix-16**)

The Board also suggested that selection for different levels of faculty may be held contiguously to avoid multiple appearance of a candidate before the Interview Board. For the long term, it was resolved that a comprehensive set of procedures for recruitment of faculty and other positions be formulated and taken through the due process for consideration and approval of the Authority Bodies.

27) To consider the constitution of Steering Committee for Campus Development

The Board deliberated on this matter at length, suggested some changes in the proposal that was presented for its consideration and resolved the following:

An Advisory Committee of a high stature be constituted to provide advice on all matters pertaining to campus development;

A Steering Committee which is more sleek and functional be constituted to oversee, on behalf of the Board of Management, all

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for material



matters related to campus development and to report to the Board of Management periodically on the progress in Campus Development;

The Vice Chancellor be authorized to incorporate the suggestions that came up during the Board's deliberations, finalize the Terms of Reference and constitution of the two Committees mentioned above, and record this as part of the Minutes of the present meeting. (Appendix-17)

Further, the Board advised that the University must begin a series of 'envisioning exercises' with its staff, students and other stakeholders to arrive at an expression of collective imagination of the University community about the campus and the core processes that this space would hold and support.

28) Report of the Mid-Term Review Committee

Resolved to accept the Report of the Mid-Term Review Committee. (Appendix 18) After due deliberations, during which the written comments sent in by Professor Armaity Desai were also taken into consideration, it was suggested that the report may be widely circulated and discussed among all constituents of the University community. It was suggested that an interaction between members of the Board and Academic Council with the members of the Review Committee be organized. Further, it was resolved that the report may also be communicated to the Government highlighting the relevant recommendations.

The Board recorded its deep sense of appreciation for the Chair and members of the Mid-Term Review Committee for coming out with such a comprehensive, at the same time incisive, report after extensive consultations, research and intense deliberations.

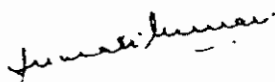
29) To consider the conversion of 5 year tenorial appointments of Director (IT Services) and Librarian into regular appointments

Resolved to approve the conversion of 5 year tenorial appointments to regular appointments for the posts of Director (IT Services) and Librarian. These posts shall be filled up after following due process of selection. (Appendix-19)

30) To consider the approval on depositing an amount of Rs. 83,940/-+---- interest as TDS to the Income Tax Department

The Board directed the University to send reminders urgently seeking information from Shri CM Sharma, Ex-Advisor Finance on deposit of tax.

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Meanwhile, the University must deposit an amount of Rs. 83,940/- + interest as TDS to the Income Tax Department under intimation to the Government of NCT of Delhi for information. **(Appendix-20)**

31) To consider the Appointment of Pro-Vice-Chancellor

Resolved to approve the recommendations of the Search Committee, duly constituted as per statutes, comprising Professor Shyam B. Menon, Vice Chancellor (ex-officio), Professor Pulin Nayak, Nominee of the University Grants Commission and Shri Lalmalsawma, Principal Secretary (Higher Education) (ex-officio), Govt. of NCT of Delhi to the appointment of Prof. Chandan Mukherjee as Pro-Vice-Chancellor of the University **(Appendix-21)**

Any other item with the permission of the Chair:

- 32) The Board noted that the tenure of Professor Shyam Menon as Vice Chancellor is due to expire on the 31st of July 2013. The Board resolved that the Government of NCT of Delhi be requested to initiate the process of search and selection of a Vice Chancellor as per provisions of the Act and Statutes well in time so that there is ~~no~~ interregnum. The Board noted that the Report of the Mid-Term Review Committee had also highlighted the need for avoiding a gap between the time the present Vice Chancellor demits office and the time a successor assumes office.

The meeting ended with vote of thanks to the Chair.

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for Mr. Shyam B. Menon

[Signature]

Appendix - 1

Resol. No. 1/BOM(13)/11.02.2013

The Minutes of the 12th Meeting of the Board of Management held on Tuesday, the 31st July, 2012

Resolved to approve the Minutes of the 12th Meeting of the Board of Management held on 31st July, 2012 as circulated, including the agenda item approved through circulation, "Letter No. AUD/Admn/BOM/2012-13/10011 dated 16.10.2012" regarding the "Revised Estimates 2012-13 and Budget Estimates 2013-14" of the University. Copy of the resolution signed by the members of BoM enclosed.

भारत रत्न डॉ. बी. आर.
अम्बेडकर विश्वविद्यालय, दिल्ली



Bharat Ratna Dr B R
Ambedkar University, Delhi

No.AUD/Admn./BOM/2012-13/10011

October 16, 2012

To,

Prof.N.R.Madhava Menon
Devi Priya, TC 17/2166
Sairom Road, Poojapura
Thiruvananthapuram - 695012
Kerala

Sub: Approval of Agenda by circulation - reg.

Reference: Letter No. AUD/Admn/BOM (13)/2012-13/9661 dated 04-10-2012

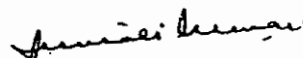
Dear Sir,

The Revised Estimate/Budget Estimate of the University has been approved by the Finance Committee in its meeting held on October 15, 2012 and this is to be presented to the Court of University to be held on the 26th October, 2012. Since the meeting of the Board of Management has been postponed, I am forwarding the "Revised Estimates 2012-13 and Budget Estimates 2013-14" as an agenda item of the Board for your consideration and kind approval by circulation.

Your approval/comments on this may kindly be sent back to undersigned as early as possible, before the meeting of Court on 26.10.2012. This will enable us to place this agenda before the Court.

With regards,

Yours sincerely,



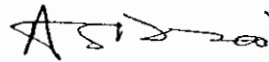
(Sumati Kumar)
Registrar & Secretary
Board of Management

O/c

Board of Management

Resolution

The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013-2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.



Professor Armaity Desai
Member, Board of Management

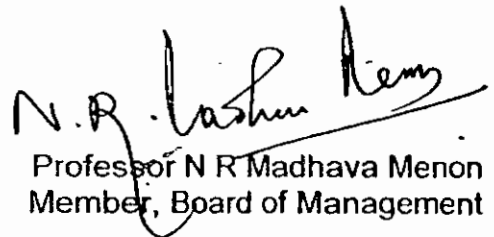
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Board of Management**Resolution**

The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013-2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.


Professor N R Madhava Menon
Member, Board of Management

By No.	2801
Date	30/10/12

Board of Management**Resolution**

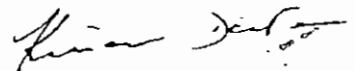
The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013- 2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.



Shri Lalmalsawma
Member, Board of Management

Board of Management**Resolution**

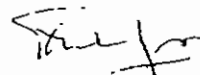
The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013- 2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.



Dr Kiran Datar
Member, Board of Management

Board of Management**Resolution**

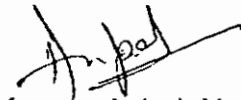
The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013-2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.



Professor Chandan Mukherjee
Member, Board of Management

Board of Management**Resolution**

The recommendations with regard to the Revised Estimates for the financial year 2012-2013 and the Budget Estimate for the year 2013- 2014 approved by the Finance Committee which met on the 15th of October 2012 are accepted.



Professor Ashok Nagpal
Member, Board of Management

Appendix - 2
Resol. No. 2/BOM(13)/11.02.2013

Report the Action Taken on the Minutes of the 12th Meeting of the Board of Management held on Tuesday, the 31st July, 2012

Resol. No.	Decision	Action Taken
1.	Resolved to confirm the Minutes of the 12 th Meeting of the Board of Management held on Tuesday, 31 st July, 2012 as circulated.	Recorded
2.	Resolved to approve the Report on Action Taken on the Minutes of the 12 th Meeting of the Board of Management held on 31 st July, 2012.	Recorded
3.	Noted the re-nomination of members on the Board of Management under Clause 21(2)(b) for another term of 3 years	Recorded
4.	Recorded the joining of Ms.Sumati Kumar to the post of Registrar	No action required
5.	Noted the confirmation of faculty members	No action required
6.(a)	Noted the joining report of the faculty members as Assistant Professor, Associate Professor and Assistant Librarian	No action required
6.(b)	Noted the non-acceptance of offer of appointment on the posts of Associate Professor and Assistant Professor in the School of Culture & Creative Expressions	No action required
6.(c)	Noted the Extension in joining time on the post of Associate Professor and Assistant Professor in the School of Liberal Studies and School of Culture and Creative Expressions	No action required
7.	Noted the resignation of Dr.Rajah Jayapal, Assistant Professor in the School of Human Ecology	No action required
8.	Noted the extension of services to faculty members who have joined AUD on EOL with Lien	No action required
9.	Noted the approval of financial support to the faculty members for Research Projects	Recorded for implementation
10.	Noted the approved list of holidays received from the GNCTD for the Year 2012	No action required
11.	Ratified the recommendations of the Selection Committees for various faculty positions. The Committee recommended the following candidates in the order of merit for the appointment to the following position:	No action required

1. Assistant Librarian (Post - 01)

The Committee recommends the following:

- 1) It observed that none of the applicants in the Deputation category were suitable for the position of Assistant Librarian.
- 2) The Committee thus, recommends the following for a contractual appointment as Assistant Librarian on a consolidated emolument as obtainable at the start of the relevant pay scale for a period of one year and to be reviewed at the end hence.
 - i) Ms. Alka Rai.
- 3) Further the committee recommends the following applicants may be offered short-term professional assignments commensurate with their qualifications and work-experience.
 - i) Ms. Gargi Verma
 - ii) Ms. Mamta
 - iii) Ms. Hema Singh.
 - iv) Ms. Keerti Bala Jain.

2. Assistant Professor (SBPPSE)

Posts: Gen - 04, SC/ST - 01

The Committee recommended the following candidate(s) in order of merit for appointment to the post of Assistant Professor in the School of Business, Public Policy & Social Entrepreneurship:

SC/ST Category:

Application No. 99 Dr. Kancharla Valentina (SC)

General Category:

S.No	Appl. No	Name
1	311	Dr. Tuheena Mukherjee
2.	159	Ms. Nidhi Kaicker
3.	24	Dr. Anshu Gupta
4.	100	Dr. Kanwal Anil
5.	210	Dr. Rama Krishna Reddy Kummitha
6.	29	Dr. Anupama

3. Associate Professor (SBPPSE)

Posts: 02

No candidate was found suitable. The position may be re-advertised.

4. Assistant Professor (Economics) SLS
Posts: Gen - 03, SC/ST - 01

The Committee recommended the following candidate(s) in order of merit for appointment to the post of Assistant Professor (Economics) in the School of Liberal Studies :

SC Category:

Appl. No. 163 Mr. Trinadh Nookathoti.

General Category

Appl. No. 51 Dr. Jyotirmoy Bhattacharya

Appl. No. 161 Dr. Taposik Banerjee

Appl. No. 155 Dr. Surajit Das

Appl. No. 12 Dr. Aparajita Bakshi.

Appl. No. 116 Rittwik Chatterjee.

5. Associate Professor (Mathematics) SLS
Posts: 02

The Committee found no candidate suitable for the position of Associate Professor in Mathematics. The position may be re-advertised.

6. Assistant Professor (Mathematics) SLS
Posts: Gen - 03, SC/ST - 01

Scheduled Caste

The Committee found none suitable. The position may be re-advertised.

General

S.No.	Appl.No.	Name
-------	----------	------

- | | | |
|----|-----|------------------------|
| 1. | 128 | Dr. Ramneek Khassa |
| 2. | 109 | Dr. Pranay Goswami |
| 3. | 35 | Dr. Balchand Prajapati |
| 4. | 49 | Dr. Divya Bhambri |

7. Associate Professor (SCCE)
Posts: 02

The Committee recommended the following candidate(s) in order of merit for appointment to the post of Associate Professor in the School of Culture & Creative Expression :

1. S. No. 9 Dr. Kaushik Bhaumik
2. S. No. 22 Mr. Deepan Sivaraman
3. S. No. 37 Dr. Milind Wakankar
4. S. No. 5 Ms. Anuradha Chandra
5. S. No. 19 Dr. Anita E. Cheriyan

The Committee recommended the following candidates for Adjunct/Visiting/Guest Faculty as per the needs of the School:

- S. No. 2 Mr. Ajay Bhardwaj
S. No. 21 Mr. Bharat Sharma
S. No. 38 Mr. Vipin Bhati
S. No. 29 Dr. Rizio B. Yohannan
S. No. 32 Dr. Sharon Pillai

8. Assistant Professor (SCCE)
Posts : Gen - 04, SC/ST - 01

The Committee recommended the following candidate(s) in order of merit for appointment to the post of Assistant Professor in the School of Culture & Creative expressions :

General Category:

1. Appl. No. 19 Moushumi Kandali
2. Appl. No. 85 Manjeet Baruah
3. Appl. No. 38 Santhosh S.
4. APPL. No. 122 Veena Hariharan
5. Appl. No. 113 Shefalee Jain
6. Appl. No. 30 Rajan Krishnan
7. Appl. No. 70 Gargi Bharadwaj
8. Appl. No. 91 Navneetha M. Maruthur
9. Appl. No. 53 Amit Ranjan
10. Appl. No. 50 Mrityunjay Kumar Prabhakar

Scheduled Caste :

1. Appl. No. 61 Benil Biswas
2. Appl. No. 105 Samkutty T.
3. Appl. No. 29 Rahul Dev.

The Committee recommended the following candidates for Adjunct/Visiting/Guest Faculty positions as per the needs of the University :

- Appl. No. 8 Mr. Benoy P. J.
Appl. No. 57 Dr. Archana Verma

	Appl. No. 27 Dr. Preeti Ramaswamy Appl. No. 86 Ms. Manmeet Sandhu Appl. No. 124 Dr. Venugopal Maddipati Appl. No. 83 Mr. Lokesh Khodke	
12.	Ratified the action taken for the payment of Dearness Allowance to the University employees at revised rate of 65% effective from 01.01.2012.	Implemented
13.	Ratified the adoption of the following Academic Calendar for the year 2012-13: (i) Monsoon Semester - 18 th July, 2012 to 14 th December, 2012 (ii) Winter Break - 15 th December, 2012 to 1 st January, 2013 (iii) Winter Semester - 2 nd January to 17 th May, 2013 (iv) Summer Break - 18 th May to 17 th July, 2013	Implemented
14.	Resolved to approve the minutes of 6 th Meeting of Finance Committee held on 16 th July, 2012	Recorded for implementation
15.	Resolved to approve the minutes of 7 th Meeting of Establishment Committee held on 18 th July, 2012	Recorded for implementation
16.	Noted and desired by the Board that report be re-submitted for its consideration alongwith a note based on an in-house analysis of the amendments suggested by the Committee and their implications	In progress
17.	Resolved to approve to assign a position at the level of Associate Professor for five years for the Centre for Community Knowledge (CCK). The Board also opined that a fresh policy on the support required by the Centres in the University may be due, especially in respect of assigning of core faculty/staff positions.	Recorded A committee has been constituted in this regard
18.	Resolved to approve the appointment of Professor Venita Kaul as Professor under the provisions of Statute 15 (I) of the Statutes of the Ambedkar University, Delhi.	Recorded
19.	Resolved to approve the proposal for extension of tenure of Professor Denys Leighton as Visiting Professor in the School of Liberal Studies for a period of 3 years w.e.f. 03.08.2012	Recorded
20.	Resolved to approve the Annual Report of the University for the year 2011-12.	Recorded
21.	The Board directed to the University regarding the matter relating to outstanding dues to be recovered from Shri C.M.Sharma, Former Advisor (Finance), Ambedkar University to report the matter to the Department of Finance of GNCTD for ensuring the recovery from Mr.C.M.Sharma.	Further reminder may be sent to Department of Finance, GNCTD as per directions
22.	The Board expressed its pleasure in felicitating Professor C.R.Babu, Distinguished Professor of	Implemented

	Environment and Ecology, School of Human Ecology, AUD on the occasion of his being awarded the Indira Gandhi Paryavaran Puraskar. The Board also desired that Professor Babu's achievement should be mentioned in the Convocation and also be part of the Annual Report.	
23.	The Board noted the status report on campus spaces. The Board approved the status and the broad plans with regard to utilization of the spaces at the two temporary campuses and the time frames involved. The Board also noted the status with regard to allocation of land for permanent campuses and approved the action required with regard to temporary structures and preparation for campuses construction.	The Board has directed to take up the matter with GNCTD for allocation of funds Rs. 111,63,57,590/- Crores in the budget estimates for the financial year 2012-13 and release of the said amount within the stipulate period as fixed by DDA
24.	Any other item with the permission of the Chair: The Board deliberated the issue of prior approval of the Government of NCT of Delhi by the University in case of collaboration with foreign Universities as prescribed in the Act of University under the "powers of the University". The Board directed that a note on general waiver to the University on the MOUs with no financial implications on the part of AUD may be sent to the Directorate of Higher Education.	Recorded

Appendix-3
Resol. No. 5/BOM(13)/11.02.2013

Resolved to approve the joining details of new faculty members

The following new faculty members have joined the AUD:

S.No	Name	Designation	Date of joining
1	Dr. Surajit Das	Assistant Professor, SUS/ SLS	01.08.2012
2	Dr. Leon Angelo Morenas	Assistant Professor, SOD	10.09.2012
3	Prof. Jatin Bhatt	Professor, SOD	13.09.2012
4.	Dr. Suchitra Balasubrahmanyam	Associate Professor, SOD	07.11.2012
5.	Dr. Milind Wakankar	Associate Professor, SCCE	19.11.2012

Appendix-4
Resol. No. 6/BOM(13)/11.02.2013

Resolved to approve the confirmation of appointment of faculty members:

The following faculty members in the School of Liberal Studies have been confirmed in their respective appointment with effect from the date mentioned against each:

S.No	Name	Date of Appointment	Date of Confirmation
SCHOOL OF LIBERAL STUDIES			
1	Dr. Chirashree Das Gupta Associate Professor	28.07.2011	28.07.2011
2	Dr. Diamond Oberoi Vahali Associate Professor	10.01.2011	10.01.2011
3.	Dr. Vikaram Singh Thakur Assistant Professor	01.07.2011	01.07.2011
4.	Dr. Bidhan Chandra Dash Assistant Professor	04.07.2011	04.07.2011
5.	Mr. Syandeb Chowdhury Assistant Professor	08.08.2011	08.08.2011
6.	Dr. Aparna Kapadia Assistant Professor	29.09.2011	29.09.2011
7.	Dr. (Ms.) Priya Bhagowalia Associate Professor	01.02.2012	01.02.2012
SCHOOL OF HUMAN ECOLOGY			
1.	Dr. Ghazala Shahabuddin Associate Professor	01.10.2009	01.10.2009
2.	Dr. Praveen Singh Assistant Professor	01.09.2009	01.09.2009
3.	Dr. Oinam Hemlata Devi Assistant Professor	21.12.2009	21.12.2009
4.	Dr. Rohit Negi Assistant Professor	22.07.2010	22.07.2010
5.	Dr. Suresh Babu Assistant Professor	29.07.2011	29.07.2011

S.No	Name	Date of Appointment	Date of Confirmation
SCHOOL OF DEVELOPMENT STUDIES			
1.	Dr. Aruna Kumar Monditoka Assistant Professor	02.03.2010	02.03.2010
2.	Dr. Anirban Sengupta Assistant Professor	19.03.2010	19.03.2010
3.	Dr. Ivy Dhar Assistant Professor	19.03.2010	19.03.2010
4.	Dr. (Ms.) Preeti Maan Assistant Professor	11.01.2010	*28.05.2012
SCHOOL OF BUSINESS, PUBLIC POLICY & SOCIAL ENTREPRENEURSHIP			
1.	Dr. (Ms.) Kancharla Valentina Assistant Professor, SBPPSE	01.02.2012	01.02.2012
2.	Dr. (Ms.) Anshu Gupta, Assistant Professor, SBPPSE	01.02.2012	01.02.2012
3.	Dr. (Ms.) Tuheena Mukherjee, Assistant Professor, SBPPSE	09.02.2012	09.02.2012
SCHOOL OF EDUCATIONAL STUDIES			
1.	Dr. (Ms.) Rakhi Banerjee Assistant Professor	18.07.2011	18.07.2011
2.	Ms. Gunjan Sharma Assistant Professor	01.08.2011	01.08.2011

*Was granted leave without pay for sixteen months & 28 days w.e.f 17.02.2010 to 05.07.2011, accordingly the date of confirmation is deferred.

भारत रत्न डा. बी. आर.
अम्बेडकर विश्वविद्यालय, दिल्ली



Bharat Ratna Dr. B.R.
Ambedkar University, Delhi

No. AUD/Admn./2013/list of Holidays/

Dated: 14.1.2013

NOTIFICATION

The Vice Chancellor, Bharat Ratna Dr. B.R. Ambedkar University, Delhi is pleased to declare that the days specified in the following schedule to be observed as holidays in the University during the year 2013 (Saka Era 1934-35):-

LIST OF GAZETTED HOLIDAYS DURING THE YEAR 2013

S. No.	HOLIDAYS	Date	SAKA DATE	Day
1.	Milad-un-Nabi or Id-E-Milad (Birthday or Prophet Mohammad)	25 th January	Magha 05	Friday
2.	Republic Day	26 th January	Magha 06	Saturday
1935 SAKA ERA				
3.	Holi	27 th March	Chaitra 06	Wednesday
4.	Good Friday	29 th March	Chaitra 08	Friday
5.	Ram Navami	19 th April	Chaitra 29	Friday
6.	Mahavir Jayanti	24 th April	Vaisakha 04	Wednesday
7.	Buddha Purnima	25 th May	Jyaishta 04	Saturday
8.	Idul Fitr	9 th August	Sravana 18	Friday
9.	Independence Day	15 th August	Sarvana 24	Thursday
10.	Janamashtami (Vaisnava)	28 th August	Bhadra 06	Wednesday
11.	Mahatma Gandhi's Birthday	02 nd October	Asvina 10	Wednesday
12.	Dussehra (Vijaya Dashami)	13 th October	Asvina 21	Sunday
13.	Idul Zuha (Bakrid)	16 th October	Asvina 24	Wednesday
14.	Maharishi Valmiki's Birthday	18 th October	Asvina 26	Friday
15.	Diwali (Deepavali)	3 rd November	Kartika 12	Sunday
16.	Muharram	14 th November	Kartika 23	Thursday
17.	Guru Nanak's Birthday	17 th November	Kartika 26	Sunday
18.	Christmas Day	25 th December	Pausa 04	Wednesday

In addition to the above holidays, the staff working in the University shall also be entitled to avail two Restricted Holidays during the year 2013 (SAKA ERA 1934-35). The list of Restricted holidays is annexed.

[Signature]
Registrar

Copy to:-

VC Secretariat

Registrar's office

COF

All Deans, AUD *Dr. S. S. / Acad. Services / SLS / SUS / SDS / SHE / SES / SHS / SCCE*

Director (IT Services), for uploading on the AUD website

The Librarian

Sr. Warden/Warden, Dwarka Campus

Dy. Registrar (Academic Services)

Assistant Registrar (Finance/Students Services)

All Sr. Consultants/Consultants (Dwarka Campus/KG Campus)

Caretaker (Dwarka & Kashmere Gate)

Notice Boards, AUD Campus and KG Campus

Notification file & Concerned File

भारत रत्न डॉ. बी. आर.
अम्बेडकर विश्वविद्यालय, दिल्ली



Bharat Ratna Dr B.R.
Ambedkar University, Delhi

ANNEXURE

LIST OF RESTRICTED HOLIDAYS DURING THE YEAR 2013

S. No.	HOLIDAYS	Date	SAKA DATE	Day
1934 SAKA ERA				
1.	New Year's day	January 01	Pausha 11	Tuesday
2.	Makar Sankranti	January 13	Pausha 23	Sunday
3.	Pongal	January 14	Pausha 24	Monday
4.	Guru Govind Singh's Birthday	January 18	Pausha 28	Friday
5.	Sri Panchami	February 14	Magha 25	Thursday
6.	Basanta Panchami	February 15	Magha 26	Friday
7.	Shivaji Jayanti	February 19	Magha 30	Tuesday
8.	Guru Ravidas Birthday	February 25	Phalguna 06	Monday
9.	Swami Dayananda Saraswati Jayanti	March 07	Phalguna 16	Thursday
10.	Maha Shivratri	March 10	Phalguna 19	Sunday
1935 SAKA ERA				
11.	Holika Dahan	March 26	Chaitra 05	Tuesday
12.	Easter Sunday	March 31	Chaitra 10	Sunday
13.	Chaitra Sukladi/Gudi Padava/Ugadi/Cheti Chand	April 11	Chaitra 21	Thursday
14.	Vaisakhi	April 13	Chaitra 23	Saturday
15.	Vishu	April 13	Chaitra 23	Saturday
16.	Mesadi	April 14	Chaitra 24	Sunday
17.	Vaisakhadi (Bengal)/ Bahag Bihu (Assam)	April 15	Chaitra 25	Monday
18.	Guru Rabindranath's Birthday	May 09	Vaisakha 19	Thursday
19.	Hazarat Ali's Birthday	May 24	Jyaishta 03	Friday
20.	Rath Yatra	July 10	Ashadha 19	Wednesday
21.	Jamat-Ul-Vida	August 02	Sravana 11	Friday
22.	Parsi New Year's Day	August 18	Sravana 27	Sunday
23.	Raksha Bandhan	August 20	Sravana 29	Tuesday
24.	Vinayaka Chaturthi/ Ganesh Chaturthi	September 09	Bhadra 25	Monday
25.	Onam	September 16	Bhadra 25	Monday
26.	Dussehra (Maha Saptami) (Additional)	October 11	Asvina 19	Friday
27.	Dussehra (Maha Ashtami) (Additional)	October 12	Asvina 20	Saturday
28.	Dussehra (Maha Navmi)	October 13	Asvina 21	Sunday
29.	Karaka Chaturthi (Karva Chouth)	October 22	Asvina 30	Tuesday
30.	Deepavali (South India)	November 02	Kartika 11	Saturday
31.	Naraka Chaturdasi	November 02	Kartika 11	Saturday
32.	Govardhan Puja	November 03	Kartika 12	Sunday
33.	Bhai Duj	November 05	Kartika 14	Tuesday
34.	Parihar Sashti or Surya Sashti (Chhat Puja)	November 08	Kartika 17	Friday
35.	Guru Teg Bahadur's Martyrdom Day	November 24	Agrahayana 03	Sunday
36.	Christmas Eve	December 24	Pausha 03	Tuesday

Appendix-6
Resol. No. 13/BOM(13)/11.02.2013

Resolved to ratify the Minutes of the Seventh Meeting of the Finance
Committee held on Monday, the 15th October, 2012

The Seventh Meeting of the Finance Committee was held on 15/10/2012.

The Minutes of the meeting are enclosed.

Ambedkar University, Delhi

Minutes of the Seventh Meeting of the Finance Committee
Monday, October 15, 2012, 11.00 AM

Venue: India International Centre (Annexe), Lodhi Road, New Delhi

Members Present:

- | | |
|---|-------------------|
| 1. Professor Shyam B. Menon, Vice - Chancellor | (Chairperson) |
| 2. Shri Lalmaisaawa,
Principal Secretary (Higher Education), GNCT of Delhi | (Member) |
| 3. Dr. Kiran Datar
Board of Management Representative | (Member) |
| 4. Professor Chandan Mukherjee
Board of Management Representative | (Member) |
| 5. Smt. Sumati Kumar, Registrar | (Special Invitee) |
| 6. Smt. Asha R Rungta, Controller of Finance | Secretary |

Shri D M Spolia, Principal Secretary (Finance), GNCT of Delhi, could not attend the meeting.

Item 1**To confirm the Minutes of the Sixth meeting of the Finance Committee**

Minutes of the Sixth meeting of the Finance Committee held on July 16, 2012 were confirmed with modifications as under:

Item No.6

- (i) The scheme of Students on Part-time employment should be renamed as 'Earn while you Learn Scheme'.
- (ii) In the Scheme of remuneration to the students on part-time employment in the University, the list of skills may be modified as follows:

"The list of skills mentioned below is not exhaustive, but only indicative. Maximum number of days a student can be employed shall not ordinarily exceed an equivalent of 10 days in a month.

Sl.No.	Job	Qualification	Remuneration
1	Routine jobs which require no special skills or experience	Pursuing UG degree	Rs.500/- per day
2	Jobs which require some skills such as knowledge of computers & software, but no previous experience needed	UG/ Pursuing PG degree	Rs. 800-1000/- per day
3	Jobs which require technical/ special skills, such as application software, accounting, proof reading/	Pursuing PG/ MPhil degree	Rs.1200-1500/- per day

	copy editing, library accessioning, but no previous experience		
4	Jobs which require research / technical / special skills, use of application software; designing, proof reading, copy editing, Library accessioning, teaching assistance (student assessment & participation in teaching), with some previous experience	M.Phil/ Pursuing PhD	Rs.1800-2000/- per day Rs.1000/- per hour of Teaching

Further it was also recorded that since the part-time employment against jobs at Sl.No.4 shall be against vacant faculty/staff positions, the payment shall be made from "Salary" head. For Sl. Nos. 1, 2 and 3, a separate head of account has already been created, which is sought to be renamed under Item no 3 of the minutes.

Item No. 2

To report the Action taken on the decisions taken in the sixth meeting of the Finance Committee held on 16th July 2012.

The Committee noted the actions taken on the decisions of the sixth meeting of the Finance Committee held on July 16, 2012, as under

Item	Description	Action Taken
3	To consider the replies to the audit observations made by Examiner Local Fund Accounts (ELFA) audit for the year 2010-11.	Noted. Further observations have been received from ELFA and the pending issues are being taken up at the appropriate level.
4	To consider the Annual Accounts of the financial year 2011-12 and internal Audit report.	Noted. The Annual Accounts for the year 2011-12 has been forwarded to ELFA and C&AG for audit.
5	To consider and approve the Delegation of Financial Powers.	The revised delegation of financial powers is being circulated to the concerned Schools/Divisions/Centres.
6	To consider the matter of remuneration to the Students on part-time employment in the University.	The decision is being implemented.
7	To consider the proposal for introduction of payment gateway services to streamline the fee collection system.	It is in the process of implementation.
9	To consider the proposal for claiming of overhead charges from the grantor institutions to carry out various studies under project mode by the Schools/Centres of Ambedkar	The decision is being implemented as minuted in the BOM. The extract of the minutes of the BOM is enclosed as Annexure-1.



University, Delhi (AUD).

Item No. 3

To consider and approve the Revised Estimates for the current Financial Year 2012-13 and Budget Estimates for the next Financial Year 2013-14.

The Revised Estimates for the financial year 2012-13 and the Budget Estimates for the financial year, 2013-14 were considered. The provisions have been recommended as reflected in the RE 2012-13 and BE 2013-14 in consultation with DHE, GNCTD.

The committee while deliberating the provisions on various heads of accounts, it was suggested that the head of account 'Student Volunteers' should be renamed as 'Earn while you Learn Scheme' and recommended the provisions of Rs.5.00 lakh each under RE 2012-13 and BE 2013-14. The committee also approved the creation of new heads such as Vice-Chancellor's Relief Fund, Memberships & Subscriptions, Creche, and Professional Development of Faculty and Staff etc. The funds available under these new heads of accounts are placed at the disposal of Registrar.

The committee also approved the proposal of creation of Corpus Fund in the University for meeting the expenditures on extraordinary initiatives and developmental activities. The fund will be generated from the annual fee collected after the waivers and reimbursements; and the amount will be placed in the Fund Deposit at the end of the financial year. The fund will not be allowed to be utilized for meeting the recurring expenditure. The fund will be utilized by following duly laid down procedure only after approval of duly constituted committee (in which there may be government nominee).

Budget at a Glance*(Rupees in crores)*

Particulars	2011-2012 Actual allocation	2012-2013 Budget Estimates (Allocation)	2012-2013 Revised Estimates	2013-2014 Budget Estimates
Revenue Account	17.00	18.00	24.14	26.95
Capital Account	1.00	10.00	2.50	3.90
Total	18.00	28.00	26.64	30.85

Incorporating the suggestions made by the committee, the Revised Estimates for 2012-13 and the Budget Estimates for 2013-14 were approved by the Finance Committee (Annexure-2).

Item No.4

To consider the matter relating to stipends to be paid to M.Phil. and Ph.D. Students.

The Committee approved the scheme of granting stipends.



- (a) in the case of MPhil and PhD in non-professional areas, at par with UGC norms for Central Universities, and
- (b) in the case of professional MPhil, at par with the norms followed by professional institutions in the respective areas, e.g., NIMHANS-in-the-case-of Psychotherapy and Clinical Thinking.

The estimated amount has already been included in the proposed RE (2012-13) and BE (2013-14).

Item No.5

To consider the Scheme of Students' Welfare Fund.

The Committee approved the scheme as proposed. The committee further suggested that instead of student representative, a student nominee as recommended by the Dean, Student Services may be included in the Student Welfare Fund Management Committee.

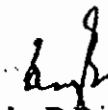
Any other Item

- (i) **To consider the proposed amendment to Delegation of Financial Powers approved by the Finance Committee in its 6th meeting held on 16th July 2012.**

The committee approved the Delegation of Financial Powers with the amendments as detailed in Annexure-3.

- (ii) **The Finance Committee recommended that the University should explore the possibility of a Students' Group Insurance Scheme.**
- (iii) **Along with Delegation of Financial Powers, Standard Operating Procedures and Practices (SOPP) may be prepared and formalized by the Administration.**
- (iv) **ATN should ordinarily be prepared within a fortnight of the next meeting of the Board of Management which is the approving authority for recommendation of the Finance Committee.**

The meeting ended with a vote of thanks to the chair.


(Asha R Rungta)
Secretary, Finance Committee

Extract of the Minutes of the 12th Meeting of the Board of Management held on 31st July 2012

Item No.9

To consider the proposal for claiming of overhead charges from the grantor institutions to carry out various studies under project mode by the Schools/Centres of Ambedkar University, Delhi (AUD).

14) To consider and approve the Minutes of the Sixth Meeting of the Finance Committee held on 16th July, 2012

Resolved to approve the Minutes of the Sixth Meeting of the Finance Committee held on 16th July, 2012 (*Annexure-13*).

- (i) The Board noted that the Directorate of Higher Education be reminded to get the draft pattern of Assistance for AUD approved and audit paras pertaining to previous years settled.
- (ii) On the addendum on the item no 14 of the Finance Committee minutes, the Board directed that the University must explore taking a policy decision on charging a higher amount as overheads on the grants received for projects i.e., to the tune of 30 to 40 % as practiced by several other institutions. Further, the Board resolved to share 50 % of the overhead charges on the grants received by centres/ schools with them, the 50% of the remaining amount with AUD should be kept at the University level and must be utilized for supporting research and projects.

EXPLANATORY NOTES TO THE REVISED ESTIMATES 2012-13 AND BUDGET ESTIMATES 2013-14 (PLAN)

PREAMBLE

The University has been entrusted with the task of evolving and imparting comprehensive higher education of excellence with focus on liberal arts, humanities and social sciences. Like any other University pursuing excellence, it is expected to organize advanced studies and promote research to disseminate knowledge and processes by organizing lectures, seminars, symposia, workshops and conferences and to liaise with institutions of higher learning and research in India and overseas. While furthering these objectives it is also expected to promote social and ethical values related to equality, social justice and excellence.

As per the provisions contained in the Act, the budget estimates of the University are to be prepared and placed before the Finance Committee and the Board of Management for their consideration and approval. A communication to this effect has also been received from the Directorate of Higher Education, GNCTD vide their letter No. DHE-3(5)/RE-BE/2012-1/1436-39 dated 6th August 2012 with regard to submission of budget proposals. The proposals are being submitted to the DHE with detailed justification and are subject to approval of the Finance Committee and Board of Management as requested by the DHE.

UNIVERSITY STRUCTURE

Schools

AUD plans to develop its postgraduate and research programmes within interdisciplinary Schools of study. Its undergraduate programmes will however have a discipline-based orientation. At present the University is offering Fourteen (14) PG programmes and Seven (7) Undergraduate programmes, Two (2) Professional M.Phil programmes, Three (3) M.Phil programmes and Ph.D programme in several disciplines under the following schools:

- 1) School of Undergraduate Studies
- 2) School of Development Studies
- 3) School of Human Ecology
- 4) School of Human Studies
- 5) School of Culture and Creative Expressions
- 6) School of Business, Public Policy and Social Entrepreneurship
- 7) School of Educational Studies
- 8) School of Liberal Studies
- 9) School of Design

Centres

AUD proposes to set up Centres for research, documentation and training. Centres will function in a project mode and will work in areas of contemporary importance and will be linked with the University's academic and research programmes. At present there are three centres.

- 1) Centre for Early Childhood Education and Development
- 2) Centre for Social Science Research Methods

3) Centre for Community Knowledge_____

Divisions

- 1) Administration
- 2) Finance
- 3) Planning
- 4) IT Services
- 5) Library
- 6) Student Services
- 7) Academic Services
- 8) Campus Development

ACADEMIC PROGRAMMES***M.Phil Programmes***

- 1) Hindi
- 2) History
- 3) Psychotherapy & Clinical Thinking
- 4) Development Practices
- 5) Gender & Women's Studies

Ph.D. Programmes

- 1) Hindi
- 2) History
- 3) Development Studies
- 4) Environment & Development
- 5) Psychology

Postgraduate Programmes

- 1) MA Education/M.Ed (MAES)
- 2) MA in Development Studies (MADS)
- 3) MA in Economics (MAE)
- 4) MA in English (MAENG)
- 5) MA in History (MAH)
- 6) MA in Sociology (MAS)
- 7) MA in Environment & Development (MAED)
- 8) MA in Gender Studies (MAGS)
- 9) MA in Psychology (Psychosocial Clinical Studies) (MAP)
- 10) MA in Performance Art
- 11) MA in Visual Art
- 12) MA in Cinematic Art
- 13) MA in Literary Art
- 14) Masters in Business Administration (MBA)

Undergraduate Programmes

- 1) BA (Hons) with Major in Economics (BAECO)
- 2) BA (Hons) with Major in English (BAE)
- 3) BA (Hons) with Major in History (BAH)
- 4) BA (Hons) with Major in Mathematics (BAM)
- 5) BA (Hons) with Major in Sociology (BAS)
- 6) BA (Hons) with Social Sciences & Humanities (BASS)
- 7) BA Honours with Major in Psychology (BAP)

PLAN EXPENDITURE

PLAN REVENUE

The proposed expenditure is commensurate with the exponential growth of the academics in the University. The complete details of Plan expenditure are enclosed. A few heads of accounts have been proposed and modified in view of the speedy growth in the developmental activities and expansion of academic programmes of the University.

ACADEMIC EXPENSES

The University is planning to take up new academic assignments and conduct of international conference and seminars along with an increasing pace of faculty exchange, invitation to experts both national and international. The University is also proposing to make provisions for payment of stipends to the M.Phil students in keeping with the trends across Universities. A total provision of Rs.3.12 Crores under RE 2012-13 and Rs.3.42 Crores under BE 2013-14 has been proposed.

ADMINISTRATIVE EXPENSES

New Initiatives

The Budget Estimates have taken into account the token provision for necessary infrastructure for the new programmes being contemplated during the remaining part of current year and in the year 2013-14. A provision of Rs. 25 lakhs each has been proposed at Revised Estimates 2012-13 and Budget Estimates 2013-14 stages under the head 'New Initiatives'.

Salary

As on date, 20 positions of Professor and 40 positions of Associate Professor and 80 positions of Assistant Professor, 10 positions of Academic Fellow and 10 positions of Research Assistant under the category of Academic Staff and 121 positions under the category of Administrative Staff have been sanctioned by the Board of Management. In the light of increase in the staff strength, a provision of Rs.11.90 crores under RE 2012-13 and Rs.15.90 crores under BE 2013-14 has been proposed.

Under the category of 'Administrative Expenses', a few heads of accounts have been proposed/modified as detailed below, but generally covers the needs of a growing new and upcoming university.

Student Volunteers & Student Welfare

The University has initiated a policy of '~~earn while you learn~~' within the University to students, ~~who pursue different courses and at different levels of their study~~, will serve different purposes including the following:

- Supplement the skeletal staff employed at different levels and areas of University administration;
- Provide support to teaching staff by engaging Teaching/Research Assistants, where needed;
- Provide opportunity for students to gain practical work experience.

In order to make this policy effective and valuable to the University, it is important to develop a rational remuneration policy which will be commensurate with education/ skill level of the student that will be required to carry out the requirement of the job.

The University has also initiated a policy of engaging students for the day to day running of various activities of the University. The involvement of learners shall definitely help the University as well as support the learners for self sustenance. In addition, the policy will prepare the students for undertaking responsibilities.

Keeping the significance of the activity in view, a provision of **Rs.5.00 lakh** each under the head 'Earn while you learn Scheme' at RE 2012-13 and BE 2013-14 and also **Rs.5.00 lakh** at RE 2012-13 and **Rs.10 lakh** at BE 2013-14 for 'Student Welfare' have been proposed.

IT Equipment/Software

The IT Services Division is playing pivotal role in the establishment/arrangement of IT Labs/IT Services for the learners. In the process of development of IT activities, the division has proposed IT requirement which includes purchase of software and hardware. A provision of **Rs.150 lakh** under RE 2012-13 and **Rs.50 lakh** under BE 2013-14 for IT in general and **Rs.50 lakh** under RE 2012-13 and **Rs.20 lakh** under BE 2013-14 has been proposed for ERP and other software.

PLAN CAPITAL

A token provision of **Rs.2.5 Crores** under RE 2012-13 and **Rs.3.90 Crores** under BE 2013-14 has been proposed for construction and renovation activities under Capital Account.

Corpus Fund

The funds generated and kept for the existence and sustenance of the organization are called corpus funds. Normally a corpus fund denotes a permanent fund kept for extraordinary expenditures of the organization.

The corpus fund is not allowed to be utilized for meeting the recurring expenditure.

The corpus fund is not allowed to be utilized for meeting the recurring expenditure. Of late, the Plan document's chapter on healthcare suggested medical colleges to develop their own corpus to attain financial flexibility over a period of time. Based on the view of the plan

document, the AUD is also planning to set up Corpus Fund in the current financial year 2012-13. ~~It is being proposed that the fund will be utilized for the expenditures on extraordinary initiatives and developmental activities. The actual funds from annual fee collection after the waivers and reimbursements at the end of the financial year shall be placed/invested in the~~ Corpus Fund till the actual corpus reaches about Rs.100 crores.

There shall be a duly laid down procedure for utilizing the amounts for given purposes only after the approval of a duly constituted committee (in which there may be a government nominee too).

Budget at a Glance

RECEIPTS

(Rs. in crores)			
Sl. No.	Classification	RE 2012-13	BE 2013-14
1.	Grants-in-aid from Department of Higher Education, Govt. of NCT of Delhi	26.64	30.85
2.	Balance carried over from previous year (as on 1.4.2012)	1.79	0.00
3.	Fees from Students including caution money (refundable)	2.80	3.50

Revised Estimates for 2012-13

The Revised Estimates 2012-13 have been placed at the level of Rs.26.64 Crores with break up as under:

(Rs. in Crores)	
Description	RE 2012-13
Revenue Expenditure	
Salary & Wages	11.90
Academic Expenses	3.12
Administrative Expenses	9.12
Total - Revenue Expenditure	24.14
Capital Expenditure	2.50
Total Revenue and Capital	26.64

Budget Estimates for 2013-14

The Budget Estimates for the financial year 2013-14 are proposed to be at the level of Rs.30.85 Crores to be met by Grant-in-aid from the Government of NCT of Delhi. The breakup of the proposed provisions is shown as under:

(Rs. in Crores)

Description	BE 2013-14
Revenue Expenditure	
Salary & Wages	15.90
Academic Expenses	3.42
Administrative Expenses	7.63
Total – Revenue Expenditure	26.95
Capital Expenditure	3.90
Total Revenue and Capital	30.85

AMBEDKAR UNIVERSITY, DELHI

Proposed Revised Estimates 2012-13 and Budget Estimates 2013-14

REVENUE ACCOUNT

Salary

(Rs. in thousands)

Sl. No	Account Description	Actuals 2011-12	BE 2012-13 Proposed	BE 2012-13 Allocation	Expenditure upto July-12	RE 2012-13	BE 2013-14
1	Academic Staff (including Pay, Grade Pay, Special Pay, DA/CCA/TA, TA on DA, HRA, LTC, and other allowances)	62918	131500	60000	33408	90000	120000
2	Administrative Staff (including Pay, Grade Pay, Special Pay, DA/CCA/TA, TA on DA, HRA, LTC, and other allowances)	13982	50000	20000	9096	18000	25000
3	New Pension Scheme	2113	4590	2500		4000	5000
4	Leave Salary & Pension Contribution/ (Sinking Fund)	3373	8000	4500	615	6000	8000
5	Leave Encashment			500	0	500	500
6	Reimbursement of Tuition Fee	124		500	100	500	500
	Total	82510	194090	88000	43219	119000	159000

Academic Expenses

(Rs. in thousands)

Sl. No	Account Description	Actuals 2011-12	BE 2012-13 Proposed	BE 2012-13 Allocation	Expenditure upto July-12	RE 2012-13	BE 2013-14
1	Seminars/Conferences/ Workshops/Functions.	2500	3000	2500	1052	3000	4000
2	Books/Library Newspaper & Periodicals, subscription of journals & e-journals/Audio/ Video etc.	5400	10000	6000	1000	20000	20000
3	Examination Expenses	300	700	500	166	700	1000
4	Scholarships/Prizes/ Awards/Stipends	1400	2000	1500	500	2000	2000
5	Research Projects	100	3000	2000	0	2500	3000
6	Field Based Learning/ Educational Tours	300	1000	1000	100	1000	1200
7	Adjunct & Visiting Faculty	400	1000	1500	600	2000	3000
	Total	10400	20700	15000	3418	31200	34200

Administrative Expenses

(Rs. in thousands)

Sl. No	Account Description	Actuals 2011-12	BE 2012-13 Proposed	BE 2012-13 Allocation	Expenditure upto July-12	RE 2012-13	BE 2013-14
1	TA/DA (Domestic)	574	1200	800	193	1000	1200
2	TA/DA (Foreign)	263	1500	1000	228	700	1000
3	Electricity Charges	2593	4000	5000	1467	6000	7000
4	Water Charges	53	500	200	3	500	800
5	Pol. Charges/ Maintenance/Hiring of Vehicles	2503	2500	2500	948	3500	4000
6	Telephone & Internet	2560	2000	2500	251	3000	3500
7	Security	6621	3500	5000	2315	6000	7000
8	Repair, Maintenance & Renovation	207	1000	1000	234	500	700
9	Office Contingency	168	800	800	381	800	1000
10	Advertisement & Publicity	3942	4000	4000	2057	6000	7000
11	Professional Charges (Administrative Nature)	168	1000	500	0	400	500
12	Rent, Rates, & Taxes	0	0	200	0	100	200
13	Postage	52	200	200	0	200	300
14	Horticulture	265	1000	800	12	1000	1500
15	Sanitation	4315	3000	3000	760	3000	4000
16	AMCs/Repairs & Maintenance of Equipments	116	1200	1200	373	1000	1000
17	Legal Expenses	0	500	200	0	100	200
18	Medical	1327	3000	3000	284	1500	1500
19	Hospitality Expenses	251	100	100	0	100	100
20	Meetings of Statutory Bodies	51	800	400	37	500	500
21	Purchase of Vehicles	0	0	800	0	1500	1000
22	Insurance	0	0	0	0	0	0
23	Convocation	0	1200	2000	0	2500	2500
24	Printing & Stationary	2196	2000	2000	644	2500	2500
25	Student Welfare	0	100	500	304	500	1000
26	Staff Welfare	0	0	0	0	500	500
27	Earn while you learn Scheme	0	0	0	0	500	500
28	Gym/Games/Sports Items	0	800	800	0	800	800
29	Professional Development of Faculty and Staff	0	1000	0	0	500	500
30	Hostel Expenses	1023	5400	500	221	0	0
31	Consultative/Course/ Curricular/Selection Committees/ Meetings	1953	2000	3000	141	1500	2000

32	Memberships & Subscriptions	0	0	0	0	1000	1000
33	Vice-Chancellor's Relief Fund	0	0	0	0	500	500
34	Creche	0	0	0	0	500	500
35	New Initiatives	0	20000	10000	0	2500	2500
36	Furniture & Fixtures	29414	10000	10000	3476	15000	10000
37	Climate Control (Air Conditioning & Heating)	957	5000	5000	9	5000	500
38	Computer Hardware & Other Equipments	5209	5000	5000	3901	15000	5000
39	University Wide Resource Management System - ERP & purchase of other softwares	0	5000	5000	1794	5000	2000
	Total	66782	89300	77000	20033	91200	76300

Total Revenue Account 159692 304090 180000 66670 241400 269500

CAPITAL ACCOUNT

(Rs. in thousands)

Sl. No	Account Description	Actuals 2011-12	BE 2012-13 Proposed	BE 2012-13 Allocation	Expenditure upto July-12	RE 2012-13	BE 2013-14
1	Construction & Renovation	2799	20000		182	25000	39000
2	Purchase of Land		100		0		
3	Development of Land		100		0		
4	Boundary Wall of Land		100		0		
5	Construction of Buildings		100		0		
	Total	2799	20400	100000	182	25000	39000

GRAND TOTAL (REVENUE + CAPITAL) 162491 324490 280000 66852 266400 308500

SUMMARY OF RECEIPTS

(Rs. in thousands)

Sl. No	Account Description	Actuals 2011-12	BE 2012-13 Proposed	Actual upto July 2012	RE 2012-13	BE 2013-14
1	Grants-in-aid from Department of Higher Education, Govt. of NCT of Delhi	180000	280000	450000	266100	307700
2	Balance carried over from previous year	12558	0	17898	17898	0
3	Fees from Students including caution money	17262	32000	14100	28000	35000

Amendments to the Delegation of Financial Powers approved by the Finance Committee in its 6th meeting held on 16th July 2012.

SCHEDULE-III
ADMINISTRATIVE EXPENSES
(COMMON TO ALL DIVISIONS)

Sl. No.	Item of Expenditure	Powers of the Vice-Chancellor	Registrar	Dean/Heads of Centres / Divisions	Remarks
1.	Purchase of Infrastructural Fixed Assets Ex. Land/ Building; and Construction of new Buildings	Full powers	-----	-----	With the approval of BOM (on the recommendation of Steering Committee)
35.	Earn while you Learn Scheme	Full powers	Upto Rs.5,000/- per annum	Upto Rs.25,000/- p.a. only for Dean (Student Services)	Subject to approval of the rates by the competent authority
39	Repairs and Renovation of Buildings	Full powers	Upto Rs. 20 lakhs per annum		Subject to concurrence of Finance Division.

(A) IT SERVICES

Sl. No.	Item of Expenditure	Powers of the Vice-Chancellor	Registrar	Powers of the Director, IT Services Division	Remarks
1.	Purchase of Computer, Printers, Computer Hardware, Add-ons, Upgrades etc., Networking, software purchase, development, installation	Full powers	Upto Rs.10 lakhs per annum	-----	Subject to due process through IT Procurement Committee on the justification provided by the IT User Committee, general instructions and as per GFR
2	Maintenance of Computers and peripherals (AMC/contingency)		Full powers for award of AMC on the recommendation of a committee	Upto Rs.50,000/- in each case (Upto Rs. 1 lakh on the recommendation of a committee where AMC doesn't exist)	Subject to availability of funds, and completion of codal formalities. Purchase above Rs.10,000 will be made with concurrence of Finance
3	IT Consumables (small peripherals)	Full Powers	-----	Full powers	Subject to approval of Rate Contract/ Norms duly approved by VC

(B) Library

Sl. No	Item of Expenditure	Powers of the VC	Librarian	Dean	Remarks
1.	Purchase of books and journals/ e-resources/ periodicals/Audio/Video etc.	Full powers	Upto Rs.5 lakhs on each occasion	-	Chairman, Library Committee also vested with full powers.
2.	Material for packing, binding indexing library cards special registers etc.	-	Full powers subject to call of the tenders and on recommendation of Purchase Committee	-	Purchase above Rs.50,000 will be made with concurrence of Finance.
3.	Purchase of publications like Newspapers & Periodicals, etc. and special library stationary	Full powers	Up to Rs. 1 lakh p.a.	5000 p.a (Subject to approval of the Vice-Chancellor)	Library Committee will have full powers. Subject to availability of funds, completion of codal formalities as per laid down purchase procedure. Purchase above Rs.10,000 will be made with concurrence of Finance.

Amendment to Passing of Bills

For cases other than Works: All cases of expenditure upto Rs.2.00 lakh shall be concurred by AR (Finance), cases exceeding Rs.2.00 lakhs and upto 10.00 lakhs shall be concurred by DR (Finance)/COF when and if DR is not available and cases exceeding 10 lakhs shall be concurred by Controller of Finance.

All cases of expenditure bills upto Rs.5.00 lakh shall be passed by AR (Finance) cases exceeding Rs.5.00 lakhs and upto 15.00 lakhs shall be passed by DR (Finance)/COF when DR is not available and cases exceeding 15 lakhs shall be passed by Controller of Finance.

For Works: All cases sanctioned by VC will be concurred by the Controller Finance and the same will be applicable for passing of bills.

Note:

- (i) Vice Chancellor can exercise powers of any of the officers to whom powers have been delegated as above.
- (ii) Powers to sanction expenditure in respect of items not specified above, shall rest with the Vice-Chancellor
- (iii) Powers to sanction expenditure beyond the limits specified above shall rest with the Vice-Chancellor
- (iv) Powers to release all salary related payments shall rest with the Asstt. Registrar (Finance).

Appendix-7

Resol. No. 14/BOM(13)/11.02.2013

**Resolved to ratify the Minutes of the Eighth Meeting of the Finance Committee
held on Tuesday, the 18th December, 2012**

The Eighth Meeting of the Finance Committee was held on 18/12/2012.

The Minutes of the meeting are enclosed.

Ambedkar University, Delhi**Minutes of the Eighth Meeting of the Finance Committee**

Tuesday, December 18, 2012, 1.30 PM

Venue: Committee Room, AUD Campus, Kashmere Gate, Delhi 110006

Members Present:

- | | |
|---|-------------------|
| 1. Professor Shyam B. Menon, Vice – Chancellor | (Chairperson) |
| 2. Shri Lalmalsawma,
Principal Secretary (Higher Education), GNCT of Delhi | (Member) |
| 3. Dr. Kiran Datar
Board of Management Representative | (Member) |
| 4. Professor Chandan Mukherjee
Board of Management Representative | (Member) |
| 5. Prof. Ashok Nagpal, Dean
Academic Services | (Special Invitee) |
| 6. Smt. Sumati Kumar, Registrar | (Special Invitee) |
| 7. Smt. Asha R Rungta, Controller of Finance | Secretary |

Shri D M Spolia, Principal Secretary (Finance), GNCT of Delhi, could not attend the meeting.

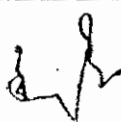
Item 1**To confirm the Minutes of the Seventh meeting of the Finance Committee**

Minutes of the Seventh meeting of the Finance Committee held on October 15, 2012 were confirmed.

Item No. 2**To report the Action taken on the decisions taken in the seventh meeting of the Finance Committee held on October 15, 2012.**

The Committee noted the actions taken on the decisions of the seventh meeting of the Finance Committee held on October 15, 2012, as under

Item	Description	Action Taken
1	To confirm the Minutes of the Sixth meeting of the Finance Committee	The minutes were confirmed with minor modification in the 'Earn while you Learn Scheme'.
3	To consider and approve the Revised Estimates for the current Financial Year 2012-13 and Budget Estimates for the next Financial Year 2013-14.	The Revised Estimates 2012-13 and Budget Estimates 2013-14 as approved by the Finance Committee were put up to the Board of Management and the Court for consideration and approval. The approved estimates were sent to Department of Higher Education, GNCTD for further necessary action.



4	To consider the matter relating to stipends to be paid to M.Phil. and Ph.D. Students.	The extract of the minutes is being circulated to all Schools and Student Services Division for deciding the modalities.
5	To consider the Scheme of Students' Welfare Fund.	The scheme circulated
	Any other item: To consider the proposed amendment to Delegation of Financial Powers approved by the Finance Committee in its 6 th meeting held on 16 th July 2012.	The approved Delegation of Financial Powers was circulated to all Schools/Divisions/Centres.

Item No. 3

To consider the appointment of Chartered Accountants for audit of the University Accounts for the Financial Year 2012-13.

The Committee resolved to appoint M/s Verma & Associates, the Chartered Accountant firm for the audit of the University accounts for the Financial Year 2012-13.

Item No.4

To consider the matter relating to conduct the TDS Audit through external auditors.

The Committee considered the matter and resolved that there will be no necessity for conduct of Tax Audit separately in view of the fact that the accounts are already being audited annually by a Firm of Chartered Accountants, duly appointed as auditors by the Board of Management, the ELFA audit of the State Government and the C&AG, (who have already been sent prescribed copies of the accounts to commence audit). The University may instead appoint a consultant for rendering advice on matters related to tax as and when required.

Item No.5

To consider and approve the Works estimates for AUD's campus at Rohini and fund availability under Capital account to the tune of Rs.11.50 Crores.--

The Committee considered the signed Preliminary Estimates (Annexure-1) received on the same day (and tabled), from the O/o the Executive Engineer, B-133 Division, PWD Haiderpur, for an amount of Rs 11.66 Crores (copy enclosed as Annexur-2) for construction of semi-permanent structures and other facilities, and was duly informed that the estimate was subject to the A/A & E/S from the competent authority in PWD. The Finance Committee resolved to make a provision for the said amount under 'Capital' in the budget of 2012-13 and seek the same from the Government. The Committee authorized Vice-Chancellor to approve the variation, if any, in the A/A & E/S and the final estimates.



Item No.6

To consider and approve the allocation of funds under Capital account to the tune of Rs.100 Crores for purchase of land from DDA at Dheerpur.

The Committee considered the proposed item with additional amount sought for Dheerpur as a tabled note included under item no 6, amounting to Rs 5 Crores for immediately cordoning the land to keep it free from encroachment, by building of a Boundary Wall, stationing security guards, building security cabins and toilets etc. The committee resolved to make a provision for the amount of Rs 100 Crores for purchase of land, along with Rs.5 Crores for boundary wall etc. in the current year's budget and seek the same from the Government.

The meeting ended with a vote of thanks to the chair.


(Asha R Rungta)
Secretary, Finance Committee



कार्यालय कार्यपालक अभियंता,
भवन परियोजना मडल बी-133,
हेदरपुर, शालीमार बाग, दिल्ली-110052
दूरभाष - 27495947

सं 23(24) का अभि / म.प.म. / बी-133 / 2012-13 / 542

दिनांक 14/12/12

सेवा में,

भवन परियोजना प्रबन्धक
भवन-13, लो नो. वि.
सेक्टर-9, द्वारका नई दिल्ली।

Subject: - C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi.

Please enclosed find herewith the Preliminary Estimate for the above cited work amounting to Rs. 11.66 Crore for further perusal and on word submission for accord of A/A & E/S of the competent authority. The necessity of the work has been elaborated in the history sheet.

Encl:- Preliminary Estimate with EFC memo

कार्यपालक अभियंता

Copy to:

1. The Vice Chancellor Bharat Ratna Dr. B.R. Ambedkar University, Kashmiri gate Delhi for information please. (Advance Copy of Estimate)
2. Director Higher Education, 5 Sharnath Marg, Delhi for information and necessary action please.
3. Sh. Vijay Varna, Dir. (Planning & development) AUD for information & necessary action please.
4. The Executive Engineer (E), B-141, PWD, Sector-9, Dwarka, New Delhi for information Please
5. The Assistant Engineer B -1331 for information & necessary action please.

कार्यपालक अभियंता

NOTE FOR CONSIDERATION OF SPECIFIC WORK /PROJECT/SCHEME

- Project : Ambedkar University Delhi at Sector-3 Rohini Delhi
- Scheme : C/o SPS Classrooms (Double storey) with toilets and staircase
- Cost : 11.66 Crores
- Construction agency : PWD

1. Name of the Department	PWD, GNCTD
2. Head of Department	
i) Designation ii) Responsibility for the Work /Project/Scheme iii) Specific observations with regard to the Work/Project/ Scheme	Chief Engineer Responsible for administrative control as well as financial control. To meet out class rooms & toilet with staircase
3. Administrative Secretary	
i) Role in respect of the project ii) Responsibility for the Work/Project/ Scheme iii) Specific observations with regard to the Work/Project/ Scheme	To resolve issues in which involvements of other department and Court matters and also to ensure the facility to run the Ambedkar University Delhi in SPS Administrative role. To ensure proper and smooth implication of establishment of Ambedkar University Delhi.
4. Implementation officer	
i) Name ii) Designation iii) Phone No. iv) Duties	Sh. Man Mohan Project Manager/B-13 25088625, 25088550 Implementation of project by monitoring progress of the work, award execution & budget distribution.
5. Name of the Work/Project /Scheme	C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi
6. Specifications	CPWD Specifications 2009 Vol I-VI with upto date c/s upto 2006.
7. Basis of cost estimation	PAR-2007 plus cost index 39% and market rates.

Estimated Cost	Original (i) in crore	Revised (ii) in crore	Modified (iii)	Differential (iv)
A) Buildings				
i) Office Building (C)	5.63	—	—	—
ii) Residential Building (C)	—	—	—	—
iii) Office Building (E)	2.03	—	—	—
iv) Development work in the total complex i/c payment to local bodies for HT connection	2.27	—	—	—
v) Misc. Schemes/ Components, parks etc.	—	—	—	—
Total Estimated Cost	9.93			
B) Roads /Bridges/ FOBs/Flyovers/ Grade Separators	—	—	—	—
C) Drains	—	—	—	—
D) Major renovation Schemes	—	—	—	—
E) Any other work				
1. Provision of EWS dwelling	—	—	—	—
2. Payment to local bodies for HT connection.	—	—	—	—
3. Consultancy Charges	—	—	—	—
4. labour cess	0.10	—	—	—
5. Contingencies	0.10	—	—	—
6. Quality assurance	0.10	—	—	—
Total Estimated Cost	10.23			
9. Covered Area	Original	Revised	Modified	Differential
	(i)	(ii)	(iii)	(iv)
A) Buildings				
i) Office Building (C)	5070sqm	—	—	—
ii) Office Building (E)	5070 sqm	—	—	—
iii) Residential Building	—	—	—	—
iv) Development work in the building complex	30000 sqm	—	—	—
v) Misc. Schemes/ Components, i.e. lifts, parks etc.	—	—	—	—
B) Roads /Bridges/ FOBs/Flyovers/ Grade Separators	—	—	—	—
C) Drains	—	—	—	—

D) Major renovation Schemes	_____	_____	_____	_____		
E) Any other work(STP)	_____	_____	_____	_____		
Total Covered Area per spm	N.A	N.A				
10. Unit Cost	Original (i)	Revised (ii)	Modified (iii)	Differential (iv)		
A) Buildings						
i) Office Building (C)	5070	_____	_____	_____		
ii) Office Building (E)	5070	_____	_____	_____		
iii) Residential Building (E)	_____	_____	_____	_____		
iv) Development work in the total complex	30000sqm	_____	_____	_____		
v) MISC Schemes/ Components, like lifts park etc.	_____	_____	_____	_____		
Estimated Unit cost (overall)	16753	_____	_____	_____		
B) Roads/Bridges/ FOHS/Flyovers/Grade Separators	_____	_____	_____	_____		
C) Drains	_____	_____	_____	_____		
D) Major renovation Schemes	_____	_____	_____	_____		
E) Any other work	_____	_____	_____	_____		
11. Objective	To C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi					
12. Category of work (Original/Replacement)	Original					
13. Nature of work Capital/Revenue Plan/Non Plan	Original Capital /Plan work					
14. Budget provision	After accord of Revised A/A & E/S					
15. Phasing of the Project /Scheme / Work (Activity wise -year wise during gestation period)	Physical progress (activity wise/year wise)		Projected expenditure			
Year / half year	After accord of Revised A/A & E/S					
16. Expenditure incurred so far.	NIL					

17. Provision for revenue component related to the project	<i>After accord of Revised A/A & E/S</i>
A) Physical implications i) Day to day routine maintenance ii) Annual maintenance iii) Preventive maintenance iv) Special maintenance B) Financial implications	Shall be taken up after completion of work till handed over to maintenance unit. NIL - Shall be met out from the contingencies (If any)
18. Manpower Planning	
A) Physical implication (civil + electrical) B) Financial implication	The Expenditure to be incurred on this account has been considered separately in the estimate as per Annexure "E" attached
19. Office equipment and other required infrastructure	
A) Physical implication B) Financial implication (civil + electrical)	The Expenditure to be incurred on this account has been considered separately in the estimate as per Annexure "E" attached
20. Availability of Land	
i) Land is available for the project or not	Yes, available
ii) Land use	Residential
iii) Land is encumbrance free or otherwise	YES
21. Status of requisite Statutory clearances	NA
22. Approval of Minister has been obtained or not	This proposal is for Rs. 10.25 crore.
23. Schedule of completion	
i) Period of preconstruction stage	One month
ii) Construction period	5 months

29.

"Certified that I have personally examined the estimates of the project relating to C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi estimated cost of which is Rs. 11.66 crore (Rs. Eleven Crore Sixty Six lacs Only); and is fully satisfied that the project is justified. Further, the technical and financial components to the cost estimation is correct in all respect and it fulfills the principles of technical and financial prudence and is most economical one to fulfill its objective and therefore, its conception and estimation is fully justified.

It is further certified that the project complies with the norms of financial propriety and maintains economy in expenditure and could be completed within the scheduled time period at the estimated cost. It has no impediments/obstructions in its implementation.

It is further certified that the proposal has been got examined from Plan functionary/Account functionary of the Division/Department and their observations have been taken into account for the project.

Chief Engineer

30.

Certified that I have personally perused the proposal and have found it suitably conceptualized. The proposal would meet/serve the requirements/objectives of the department. Encumbrance free land is available. All administrative formalities, provisions of parking, have been complied necessary provision for one year after completion of work / projects/scheme men power planning power has been estimated and efforts will be made to create the required posts by the time the project is complete and fill them of within the period of 6 months of completion of projects. However, during the intervening period the work will be handled by incumbents engaged on contract. The proposed work can be started within a period 1 (One) months of the sanction and excepted to be completed within the schedule period of 6 months.

Head of Department

Administrative Secretary

PUBLIC WORKS DEPARTMENT
GOVT. OF DELHI

State : Delhi
Division : PWD Div. - BPD-B133
Sub Div. : B-1331

Branch : B & R
Year : 2011-12

Name of work : C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi

The preliminary estimate prepared by Er. T.K. Halder, Executive Engineer B-133 PWD & processed by the Project Manager B-13, BPC and further processed by the Chief Engineer, B-1, BPZ, PWD for the probable cost of Rs. 11,66,00,000/- i/c 1% contingency.

REPORT

HISTORY

This preliminary estimate amounting to Rs. 11,66,00,000/- i/c 1% contingency has been framed to meet out the expenditure of the above noted work. The estimate has been framed as per the requisition received from Director (Plg. & Dev.) Ambedkar University Delhi. Presently the Ambedkar University Delhi is functioning from two campus one at Kashmeri Gate and other at Sector -9 Dwarka, by sharing basis with the IIT and NIT. AUD is under increasing pressure to vacate its premises at Dwarka campus by the beginning of the next academic year. Now the AUD authority wants to shift their institute from Dwarka to Sector-3, Rohini for which land has already been allotted and these estimate is based on the requisition received from the AUD authority for construction of SPS type building for class rooms and other facilities on urgent basis so that classes could be started by July 2013 (Next Session) and requested the PWD to go ahead with work in anticipation of the sanction to save the time. Hence these estimate is prepared for obtaining A/A & E/S from the competent authority.

DESIGN AND SCOPE :

The following provisions have been taken in this estimate which are made of load bearing double storey structure with angle/tees/RS joist & stone slab roofing with kota stone flooring.

- 1, C/o 97 nos. SPS class rooms of size 6.37x6.37mtr considering different sizes and numbers requisitioned with 1.8mtr wide corridor/verandah.
- 2, C/o common toilet blocks with glaze tile finishing.

3. C/o staircases
4. Development works such as C/o internal roads and pathway levelling etc.
5. C/o sewer line, storm water line etc.
6. Providing sanitary fittings, PVC tanks etc.
7. Boring of one tube well.
8. Provision of various electrical works i/c campus lighting.
9. Watch & ward 2 person 3 shift per day for six months.
10. Salary of technical, Clerical staff, inspection vehicle, furniture & running cost of office.
11. Restoration of 750 mt long boundary wall, grills with concertina coil & gates for the whole complex & C/o site office, guard rooms with toilets & parking with paver blocks etc.

1. SPECIFICATION : CPWD specification 2009 (Vol. I & II) with amendment upto date and revised CPWD specifications 2002 Vol I & II.

2. RATES : DPAR 2007 and DSR 2012 and market rates

3. COST : Rs. 11,66,00,000/- i/c 1% contingency

4. METHOD : By contract after call of tender

5. T&P : No special T&P is required/ To be arranged by the contractor.

6. WC ESTT : Will be met out of contingencies

7. TIME : 6 months

8. LAND : Available

AE(P)
BPD-B1331

AE(P)/B-13

EE(P)/B-1

AE(P)
BPD-B133

Executive Engineer
BPD - B133

PM/B-13

Chief Engineer B-1
BPZ

Name of Work: C/o SPS Class Rooms (Double Storey) with toilets and Staircase for Ambedkar University Delhi at Sector 3 Rohini, Delhi

Item No.	Sub Heads	Amount	Remarks
1	C/o SPS Classrooms (Double storey) with toilets and staircases: (C)	Rs. 5.81 Crores	Annexure-A
2	C/o SPS Classrooms (Double storey) with toilets and staircases: (E)	Rs. 2.34 Crores	Annexure-B
3	Development works	Rs. 2.09 Crores	Annexure-C
Total		10.25 Crores	
4	Watch & Ward--Two persons three shift for six months	Rs. 0.04 Crores	Annexure-D
5	Running Cost Project Office w/c furniture, office equipments, hiring manpower, vehicle etc.	Rs. 0.23 Crores	Annexure-E
6	Restoration of 750 metre long boundary wall with concentric coils, Grills & gates at the campus C/o Site office with toilets Conference room, Guard rooms, toilets provision of Parking Space with Paver Blocks etc.	Rs. 1.14 Crores	Annexure-F
Total		11.66 Crores	

Assistant Engineer
B-1331, Rohini
New Delhi

Assistant Engineer (P)
B-133, Haider Pur,
Shalimar Bagh, Delhi

Executive Engineer
B-133, Haider Pur,
Shalimar Bagh, Delhi

Assistant Engineer (P)
Building Project Circle
B-13, Dwarka
New Delhi

Project Manager
Building Project Circle
B-13, Dwarka
New Delhi

Executive Engineer (P)
Building Project Zone, B-1
New Delhi

Chief Engineer
Building Project Zone, B-1
New Delhi

Name of Work: C/o SRS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi

S/N	Description	Quantity	Unit	Rate	Amount	Remarks
A	CIVIL WORKS					
I	Load bearing structure floor height 3.35m (Double Storeyed) 1880/2120 x 7900 = 7006					DPAR 2007
	Area = 3900 + 30% for passage etc = 5070 Sqm	5070.00	Sqm	7006	35520420.00	(A) DPAR Item No. 2.1A.2 converted for SPS
II	Extra for resisting earthquake force in Zone-IV	5070.00	Sqm	286	1450020.00	Item No. 2.6.1
III	Extra for .30 metre Deeper foundation over 1.20 metre (on ground floor area only).	2535.00	Sqm	150	380250.00	DPAR Item No. 2.5.3
IV	Add @ 4% on amount 'A' for internal water supply & sanitary installation.	Percentage		4%	1420817.00	DPAR Item No. 3.1
V	Add @ 5% on amount (A) for external service connection.	Percentage		5%	1776021.00	DPAR Item No. 3.2
					40547528.00	
	Add 39% cost index				15813535.92	
				Say	56361064.00	
	Add quality assurance @ 1%				563611.00	
	Add Contingency @ 1%				563611.00	
	Add Labour Cess @ 1%				563611.00	
				Total	58051897.00	
						or 5.81 crore

Name of Work : C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi

B Development works

Annexure B

S.No	Description	Quantity	Unit	Rate	Amount	Remarks
a	U.G. Sump	50000	lit	9.00	450000.00	DPAR Item 5.5
b	Levelling	30000	Sqm	55.00	1650000.00	DPAR Item 6.1
c	Internal roads and path	30000	Sqm	83	2490000.00	DPAR item 6.2
d	Sewer	30000.00	Sqm	63.00	1890000.00	DPAR Item 6.3
e	Filter water supply					
	Distribution line 100mm dia & below	30000.00	Sqm	46.00	1380000.00	DPAR Item 6.4.1
f	Unfiltered Water Supply distribution lines	30000.00	Sqm	27.00	810000.00	DPAR Item 6.4.3
g	Storm Water Drain	30000.00	Sqm	50.00	1500000.00	DPAR Item 6.5
h	Horticulture operations	30000.00	Sqm	47.00	1410000.00	DPAR Item 6.6
VI	Over Head PVC water storage tank.	50000	Litre	6.10	305000.00	DSR - 2012 / Item No. 18.48
VII	Extra for kota stone flooring instead of 40 mm cement concrete flooring (80% of total area = 5070 x 80% = 4056 sqm).	4056.00	sqm	665.65	2699876.00	DSR - 2012 / Item No. 11.26.1 - 11.3.1
VIII	Extra for providing ceramic tiles in toilets)					
i	Walls	600	Sqm	724.25	434550.00	DSR 2012 item 11.36
ii	Floors	260	Sqm	931.5	242190.00	DSR 2012 item 11.39
IX	Extra for providing tubewell i/c cost of pump and panel etc	1	no.	L.S.	500000.00	
				total	15761616.00	
	Add on 39% cost index 39% except Rs. 4181616 i.e Rs 1158000				4516200.00	
				total	20277816.00	
	Add quality assurance @ 1%				202778.00	
	Add Contingency @ 1%				202778.00	
	Add Labour Cess @ 1%				202778.00	
					20866150.00	
						or 2.09 crore

AE/B-1331

AE(P)B-133

EE/B-133

AE(P)B-13

PM/B-13

Name of Work: **06 SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University, Delhi at Sector-3 Rohini Delhi**

C Electrical Works

S.N. o	Description	Quantity	Unit	Rate	Amount	Remarks
I	Extra for Power Point @ 4% of building cost of A			4%	1420817.00	DPAR Item 3.6.1
II	Extra for energy efficient tube light fitting / fans @ 2.5% of building cost.			2.5%	888011.00	
III	Add 12.5% for internal electric installation.			12.5%	4440053.00	DPAR Item 3.3
V	Computer conduiting @ 0.5% of A			0.5%	177602.00	DPAR Item 3.6.6
VI	Street Lighting with HPSV lamps	30000	Sqm	95.00	2850000.00	DPAR Item 6.7.3
VII	Exist. sign board i/c electric signage	30000	Sqm	50.00	1500000.00	DPAR Item 6.7.4
VIII	Construction of 250 KVA DG set i/c panel and cable etc.		L.S.		2000000.00	
IX	Construction of sub station equipment i/c HT panel, LT panel and cable etc.		L.S.		3000000.00	
X	Payment to NDPL for electrical service connection charges etc.		L.S.		2000000.00	
	Total				18276483.00	

Add on 39% cost index 39% except Rs.
70,00,00,00 i.e. Rs 11276483

4397828.37

Total

22674311.37

Add quality assurance @ 1%

226743.00

DPAR Item 3.6.7

Add Contingency @ 1%

226743.00

Add Labour Cess @ 1%

226743.00

GRAND TOTAL

23354540.37

23354540.00

SAY

2.34 crores

Abstract of Cost

Name of Work: G/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at Sector-3 Rohini Delhi

D (Watch & Ward)

S.N o	Discription	Quantity	Unit	Rate	Amount	Remarks
1	Watch & ward 2 person 3 shift for six months	1080	each/ day	398.60	430488.00	M/R
			Total		430488.00	

or 0.04 crore

AE/B-1331

AE(P)B-133

EE/B-133

AE(P)B-13

PM/B-13

Annexure E

Abstract of Cost

Name of Work: C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at

E (Manpower)

S.N. o	Description	Quantity	Unit	Rate	Amount	Remarks
I	for technical/Clerical establishment & inspection vehicle	6	Per month	300000.00	1800000.00	
II	For furniture, Computer Fax Machine Printer	L S	L S		300000.00	
III	For running cost of office such as Telephone & with internet electricity etc.	6	Per month	30000	180000	
					2280000.00	

or 0.23 crore

AE/B-1331

AE(P)B133

EE/B-133

AE/B-13

PM/B-13

66

Abstract of Cost (Restoration of Boundary Wall & Site Office)

Name of Work: C/o SPS Classrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at

S.N.	Description	Quantity	Unit	Rate	Amount	Remarks
1	Restoration of boundary wall & C/o Site office & Guard rooms	L.S		L S	11400000.00	
a	C/o Site office with toilet					
b	C/o Guard rooms (2nos.) with Toilets					
c	P/F Entrance gate					
d	C/o Parking with paver block					
e	Restoration of 750 mt long boundary wall with grill/concertina coil					
Total					11400000.00	

or 1.14 crore

AE(P)B-133

EE/B-133

AE(P)B-13

PM/B-13

Annexure-F

Abstract of Cost (Restoration of Boundary Wall & Site Office)

Name of Work: C/o SPS-Glassrooms (Double storey) with toilets and staircase for Ambedkar University Delhi at

S.No	Description	Quantity	Unit	Rate	Amount	Remarks
1	Restoration of boundary wall & C/o Site office & Guard rooms	L S		L S	11400000.00	
a	C/o Site office with toilet					
b	C/o Guard rooms (2nos.) with Toilets					
c	P/F Entrance gate					
d	C/o Parking with paver block					
e	Restoration of 750 mt long boundary wall with grill/concertina coil					
Total					11400000.00	

or 1.14 crore

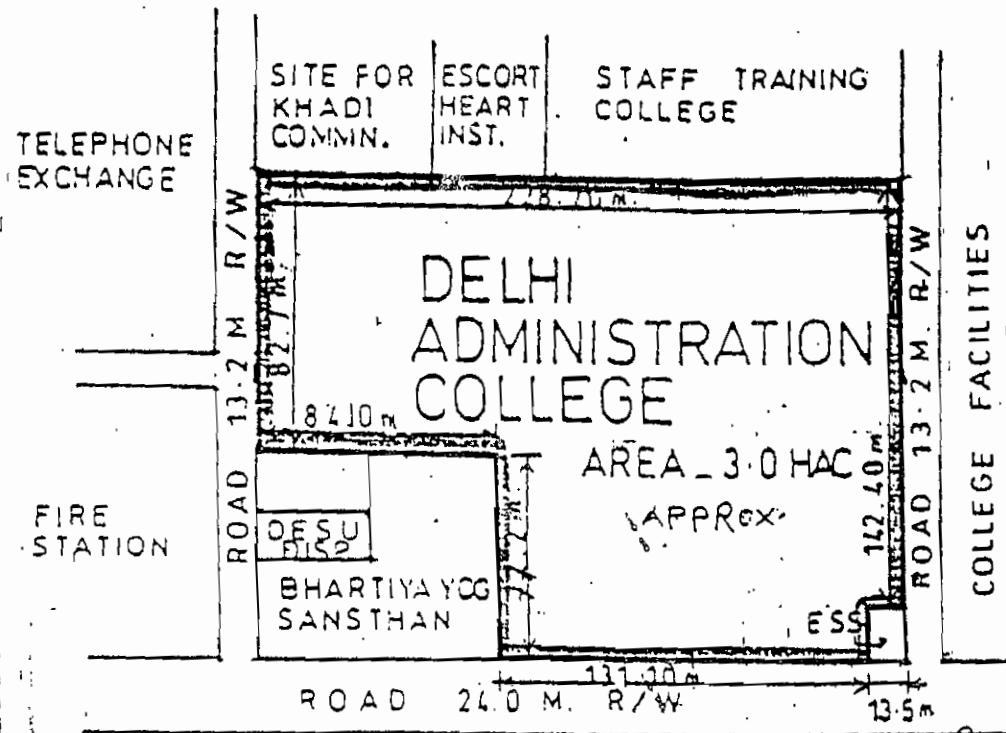
AE/B-1331

AE(P)B-133

EE/B-133

AE(P)B-13

PM/B-13



D. D. A.

ROHINI PROJECT PLANNING & DESIGN

THE DIMENSIONS HAVE BEEN TAKEN FROM THE SURVEY SUPPLIED BY AD(S)

SITE PLAN OF DELHI ADMN. COLLEGE

SEC. III, ROHINI



DATE SEP. 01

SCALE 1:250

NAME

DESIGNED BY

CHECKED BY

DATE

DIR.

COMMERCIAL

CHHABIL DASS

Assistant Director (Survey)

Rohini (Plan) D.D.A.

(LJN MESH PAHADE)

Superintendent

Directorate of Higher Education

Govt. of N.C.T. of Delhi

(Old Secretariat Delhi)

POSSESSION HANDED OVER

POSSESSION TAKEN OVER



ROHINI

DWG NO

Possession taken by H/O to

PWD Div 2 &

14/9/01

Chhabil DASS

14/9/01

CRASH KUMAR

14/9/01

Bhārat Ratna Dr B R
Ambedkar University, Delhi



भारत रत्न डॉ. बी. आर.
अम्बेडकर विश्वविद्यालय, दिल्ली

No.F.AID/1-1.138/Admn/2012-13

17.12.2012

Minutes of the Rohini Campus Works Advisory Committee held on Wednesday, the 12th December, 2012 at 11.00 AM

A meeting of the University Rohini Campus Works Advisory Committee was held in the Office of Advisor Planning on 12.12.2012 at 11.00 AM. The following officials were present:

- | | | |
|--|---|-----------------|
| 1. Ms. Sumati Kumar, Registrar | - | Chairperson |
| 2. Prof.V.S. Varma, Advisor Planning | - | Member |
| 3. Ms Asha Rani Rungta, CoF | - | Member |
| 4. Prof. Jatin Bhatt, Dean, School of Design | - | Member |
| 5. Shri Santosh Auluck | - | Member |
| 6. Shri T.K. Halder, EE, B-133, PWD, Civil | - | Special Invitee |
| 7. Shri M.S. Rautela, AE, B-133, PWD, Civil | - | Special Invitee |

1. Protracted discussions have been held in the Chamber of the Hon'ble Minister of Health and Family Welfare, HE & TTE, Labour and I&EC on the issue of construction of Semi Permanent Structures in the land allotted to AUD at Rohini. Based on the same and further deliberations with external experts, the Works Advisory Committee, AUD finally recommends that PWD may be requested to construct Semi Permanent Structures in a part of the land at Rohini as this does not entail permissions from appropriate authorities before actual construction.
2. Executive Engineer, B-133 Division provided an unsigned copy of the estimate for Semi Permanent Structures (Double Storey) with toilets and staircase for AUD at Sector 3, Rohini, Delhi for taking advance action on the part of AUD. The estimated cost arrived at by the PWD is Rs.11,66,59,936/- including contingency, which includes street lighting, parking, payment to NDPL for electrical connections, construction of sub stations etc. In addition to the civil construction. A copy of the estimate is attached. The following provisions have been made in the estimate which are made of load bearing double storey structure with angle/tees/RS joist and stone slab roofing with kota stone flooring:
 - > 97 Nos of SPS class room size 6.37x6.37 mtr considering different sizes and numbers requisitioned with 1.8 mtr wide corridor/verandah
 - > Common toilet blocks with glaze tile finishing

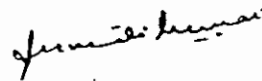
Sumati Kumar

- Stair cases
- Development works such as internal road and pathway levelling etc
- Sewer line, storm water line etc
- Providing sanitary fittings, PVC tanks etc.
- Boring of one tube well
- Provision of various electrical works

3. The actual cost of Civil construction comes to Rs 11,450/- per sqm. The other facilities included in the estimate gives a cost of Rs 22,978/- per sqm. The Estimate is subject to 10% variation.
4. The Executive Engineer, Building Project Division B-133, PWD, Haiderpur informed over telephone on 13.12.2012 that the estimates needs revision as Finance Branch of PWD has disallowed the 61% escalation on the DSR, permitting only 39%, which brings down the cost to Rs.10.25 crores. If the approximate cost for repair of the boundary is also included therein, then the amount may come to Rs.11.50 crores.
5. The Executive Engineer assured the Committee that a signed copy of the estimate will be made available by Monday, the 17th December, 2012.
6. A formal letter will be issued by AUD to PWD, Civil Division No.B-133, Rohini, Delhi for separate Estimates on immediate repair of boundary walls, railings and gates.
7. A request will be sent by AUD to PWD for clearing, leveling and dressing the whole area allotted to AUD at Sector 3, Rohini, cost of which is included in the estimate.
8. PWD may be requested to construct a site-office (one standard unit measuring 6mx6m) for common use cost of which is included in the estimate.
9. PWD may be requested to construct 2 cabins, 2 toilets with temporary water and electricity connections for security staff for 2 plots of land at Rohini, cost of which is included in the estimate.
10. AUD may request Department of Higher Education to issue a Letter of Authority for applying water and electricity connections and other matters related to construction of some permanent structures on the plots at Rohini.
11. AUD may make arrangements for the deployment of 2 Guards on each plot in 3 shifts for round the clock security on both the plots.
12. The Executive Engineer, PWD informed that at present there is no need for a separate quality inspection team from AUD and the same will be carried out by PWD.

[Handwritten signature]

13. It was also noted that there is an urgency for construction of these class rooms since academic session of AUD is to start by July 2013 and the mid semester break is only from May to July beginning. However, PWD has estimated the time required for these constructions to be completed as six months from the time of award of tender. The WAC in its considered view holds that the SPS proposed for the Rohini Campus may take longer than six months as contemplated by PWD, hence as an interim measure the possibility of additional space in Kashmere Gate Campus (possibly 3 unoccupied buildings with IGIT) may be explored.


(Sumati Kumar)
Registrar

Copy for information and necessary action to:

1. Shri T.K. Halder, Executive Engineer, Building Project Division B-133, PWD, Haiderpur, Shalimar Bagh, Delhi-110058
2. Shri M.S. Rautela, Assistant Engineer, Building Project Division B-133, PWD, Civil, Rohini Court Complex, Rohini, Delhi

Copy for information to:

1. The Principal Secretary, TTE/Higher Education, Government of National Capital Territory of Delhi, Delhi Secretariat, I.P. Estate, New Delhi-110002
2. All members of WAC
3. Chief Engineer, Public Works Department, 5th Floor, MSO Building, IP Estate, New Delhi-11002
4. PS to Hon'ble Vice Chancellor, AUD for the perusal of the Vice Chancellor

Appendix-8
Resol. No. 15/BOM(13)/11.02.2013

**Resolved to ratify the Minutes of the 8th Meeting of the Establishment
Committee held on Thursday, the 11th October, 2012; Wednesday, the 21st
November, 2012 and Tuesday, the 18th December, 2012**

The Eighth Meeting of the Establishment Committee was held on 11/10/2012;
21/11/2012 and 18/12/2012.

The Minutes of the meeting are enclosed.

CONFIDENTIAL

MINUTES OF 8TH MEETING OF THE ESTABLISHMENT COMMITTEE

HELD ON THURSDAY, 11TH OCTOBER, 2012 AT 11:00 A.M. IN THE
COMMITTEE ROOM NO.2 IIC ANNEXE, LODHI ROAD, NEW DELHI-110003;
WEDNESDAY, 21ST NOVEMBER, 2012 IN THE COMMITTEE ROOM, DWARKA
CAMPUS AND TUESDAY, 18TH DECEMBER, 2012 IN THE COMMITTEE ROOM,
KASHMERE GATE CAMPUS, DELHI-110006



**AMBEDKAR UNIVERSITY, DELHI
LOTHIAN ROAD, KASHMERE GATE
DELHI-110 006**

Minutes of 8th Meeting of the Establishment Committee held on Thursday, the 11th October, 2012 at 11:00 a.m. in the Committee Room No. 2, IIC Annexe, Lodhi Road, New Delhi-110003; Wednesday, 21st November 2012 in the Committee Room, Dwarka Campus and Tuesday, 18th December 2012 in the Committee Room, Kashmere Gate Campus, Delhi - 110006.

Present:

Professor Shyam Menon Vice Chancellor	Chairperson
Dr. Kiran Datar	Member
Professor Ashok Nagpal Dean, School of Human Studies	Member
Professor Chandan Mukherjee Dean, School of Development Studies	Member
Smt. Sumati Kumar Registrar	Secretary

Special Invitee:

Ms Asha R. Rungta
Controller of Finance

The Vice-Chancellor extended a warm welcome to all the members of the Establishment Committee.

The Registrar gave a brief description to the members about the Recruitment Rules for non-teaching Employees. The Registrar also apprised the members about the Recruitment Rules Committee constituted by the Vice-Chancellor (*Appendix I*). A lawyer was appointed for this purpose to seek legal advice while framing the Recruitment Rules.

The following Agenda Items were taken up:

01 Confirmation of the Minutes of the Seventh Meeting of the Establishment Committee held on 18th July, 2012

Resolved to confirm the Minutes of the Seventh Meeting of the Establishment Committee held on 18th July, 2012, as circulated.

02 Considered the Recruitment rules for non- teaching posts.

A. In the first meeting of the 8th Establishment Committee, the committee, after deliberation, resolved that the method of recruitment would remain as per the recommendations of the Datar Committee i.e. 1/3rd by Direct Recruitment and 2/3rd by Deputation/Contractual basis. The Committee had detailed deliberations, clause by clause on the Recruitment Rules and suggested changes.

B. In the 2nd and continued 8th Establishment Committee meeting, the revised Recruitment Rules framed as per the discussion held in 1st EC meeting, was presented to the members.

(i) A sub-committee, comprising of the Registrar, Dean-SDS & SHE and the Controller of Finance was set up to consider the issue of fixation of a quota within the posts meant for regular employees, for the staff presently employed on deputation/contract at the University, in consultation with the legal expert.

(ii) It was decided that the following posts meant for Campus Development may also be included in the schedule of various posts.

1. Director (Admn & Planning)
2. Co-Director (Technical)
3. Consultant (Project Development – Technical)

C. The 3rd and continued 8th Establishment Committee meeting, the committee after detailed deliberation approved and resolved the Recruitment Rules for non-teaching posts.

1. The sub-committee set up in "B" above examined in detail the various implications of the proposal to incorporate a clause which would enable a quota to be fixed for deputation/contractual employees presently employed by AUD within the cadre of the regular employees. However, this could not be recommended keeping in view the legal advice given by the advocate that "There would be no transparency in the method of recruitment if any such quota is fixed for contractual employees."

2. The change in nomenclature of the following posts were accepted as below :

Existing Post

Revised Post

- | | |
|--|--|
| (i) Consultant (Project Development)
(Technical & Administration) | Director
(Administration & Planning),
Campus Development |
| (ii) Consultant (Project Development)
(Technical) | Co-Director
(Technical) |
| (iii) Professional Assistant (Library) | Jr. Executive (Library) |

3. The Committee took note of and reiterated the Datar Committee recommendations on Campus Development that "a project development team will need to be put together under the aforementioned senior officers, all on a time-bound contractual basis."

03 Considered the terms for engagement of contractual staff.

Resolved to approve the terms for engagement of contractual staff.

04 Considered the creation of additional posts

The Committee recommended the creation of the following additional posts in view of the fact that the AUD campus is located at two difference campuses. In order to maintain and provide adequate services catering to new campuses at Rohini and Dheerpur also, the Committee decided to recommend the creation of new posts.

It was, therefore, resolved to approve the creation of following additional posts:

- | | | |
|------------------------|---|---|
| a. Caretaker | - | 2 |
| b. Assistant Caretaker | - | 2 |
| c. Garden Supervisor | - | 1 |
| d. Mali | - | 6 |
| e. Horticulturist | - | 1 |

It has also been decided to create the following posts in addition to the above posts for the office of Pro-Vice-Chancellor, AUD:

- | | | |
|------------------------|---|---|
| 1) Assistant Registrar | - | 1 |
| 2) Junior Executive | - | 1 |
| 3) Assistant | - | 1 |

- 05 **Considered the ratification of the action taken of yearly enhancement of monthly remuneration @ 10% to the contractual employees of AUD with effect from 24.06.2011.**

The Establishment Committee ratified the action taken of yearly enhancement of monthly remuneration @ 10% to the contractual employees of AUD with effect from 24.06.2011. (*Appendix – II*)

The meeting ended with a vote of thanks to the Chair.

भारत रत्न डॉ. बी. आर.
Ambedkar University, Delhi



आम्बेडकर विश्वविद्यालय, दिल्ली

1/-10(xxxx viii)/2010-11

---8/N---

Reference notes on pre pages

1. This University is in the process of framing Recruitment Rules for various non-teaching posts, on the recommendations of the Datar Committee report, duly approved by the Board of Management of the university.

2. It is proposed to reconstitute the Committee comprising of the following officers/ outside experts to formulate the Recruitment Rules and Service Condition for non-teaching employees as under:-

- | | |
|--|----------------------|
| i. Registrar | -Chairman |
| ii. Controller of Finance | -Member |
| iii. Outside Expert in the field from Universities
(Service /retired)(Sh. R. Thyagarajan, Ex. DR. IGNOU
Presently Head Admn & Finance, CoL | -Member |
| iv. Outside Legal Expert familiar with service matters | -Member |
| v. Deputy Registrar (Academic Service) | -Member
Secretary |

3. As discussed, a Sub-Committee consisting of the undersigned with COF and Dean (SDS & SHE) was constituted in order to conduct an interview of an outside Legal Expert to be included in the above Committee.

4. Accordingly, the Sub-Committee called Shri C. Hari Shankar, Advocate for an interview on 23.08.2012 at 3 p.m. After discussion and keeping in view his experience as Advocate in the field of Service Matters, the Sub-Committee recommends his name to be included in the above Committee. His bio-data is also placed Annexure -A.

Submitted for approval please.

Sumati Kumar
28/8/12
(Sumati Kumar)
Registrar

2203
29/8/12

By No. 800
Date: 3/9/2012

Vice Chancellor

Approved as proposed

Registrar

31/8/12

Shri Subodh Singh

31/8/12



Ambedkar University, Delhi

भारत एवं डा. बी. आर.
अम्बेडकर विश्वविद्यालय, दिल्ली

File No.AUD-1/-10(XVII)2010-11

... 5/N...

Administration Division

Ref. Note on pre-pages

After going through the relevant records, it is observed that the Establishment Committee, on the recommendations of the Committee consisting of COE, Registrar & Dean Academic Services, has approved the proposal of monthly remuneration of Office Attendant from Rs 6000/- to Rs.8000/- and Rs. 10,000/- to Rs.12,500/- in respect of Assistant/Computer Operator, who were engaged on contractual basis.

To compensate the remaining category of contractual staff, the Establishment Committee recommended for an enhancement of monthly remuneration by 10% beyond 1 year (with usual break) to the following categories:

"Assistant Registrar, Office Secretary, Assistant (PR), Caretaker, Assistant Caretaker, Junior Executives, junior executive (IT), Senior Consultants, Consultants, Part-time Mali and Part-time Plumber"

The above incentives came into effect w.e.f. 24.06.2011 after the approval of the Board of management.

However, from the minutes it appears that these incentives are one time measure. In keeping with the spirit of the Board resolution, it is proposed that this 10% enhancement for all contractual employees could be an annual incentive. The salary of regular employees increases almost 17% (7% DA, twice in a year and 3 % annual increment).

It may also be mentioned that an annual incentive/increment of 10% has already been given in case of certain contract employees, as per detail highlighted in F/D. This may be approved retrospectively to regularize the amount paid already.

For approval please.

Sumati Kumar
1/10/12
(Sumati Kumar)
Registrar

CoF 2/3/18

VICE CHANCELLOR

Reg. No. 134 for Cons (Gen)

Appendix-9
Resol. No. 16/BOM(13)/11.02.2013

Resolved to ratify the recommendations of the Selection Committees for various faculty positions

The Vice-Chancellor approved the recommendations of the Selection Committee meetings as authorized by the Board of Management at its meeting held on 16.7.2010. The list of recommendation of the Selection Committees held after the 12th meeting of Board of Management, is as under.

S.No.	Name of position	Date and Time of Meeting	Recommendations
1.	Professor Post = 01 Associate Professor = 02	24 th August, 2012 at 9.30 a.m.	The Committee recommended the following candidate(s) in order of merit for appointment to the positions mentioned below in the School of Design: <u>For the post of Professor</u> Appl. No. 13 Professor Jatin Bhatt <u>For the post of Associate Professor</u> Appl. No. 12 Dr. Suchitra Balasubrahmanyam (The Committee recommended five additional increments) Appl. No. 5 Mr. Praveen Nahar (The Committee recommended five additional increments) Appl. No. 9 Ms. Sumita Sarkar (The Committee recommended five additional increments) <u>For the post of Assistant Professor</u> The Committee recommended Ms. Anubha Kakroo, for the post of Assistant Professor with seven additional increments and one grade pay higher. The Committee recommended Dr. Leon Angelo Morenas for the post of Assistant Professor with seven additional increments and one grade pay higher.

Appendix-10
Resol. No. 19/BOM(13)/11.02.2013

Resolved to ratify the recommendations of the Leave Advisory Committee

The Vice-Chancellor constituted the following Committee to consider the cases for grant of leave to the faculty members to take up teaching assignment within India/outside India:

1. Pro-Vice-Chancellor - Chair
2. Dean (Academic Services)
3. One Dean of a School nominated by the Vice-Chancellor
4. One Professor nominated by the Vice-Chancellor (by rotation for 2 years from amongst the Professors)

The Committee recommended the cases of the following Faculty Members:

1. Meeting held on 06.08.2012:
Dr. Radhika Govinda, Assistant Professor, School of Human Studies, for grant of two years' Extra Ordinary Leave (without pay) with effect from 9.8.2012 for accepting teaching assignment at the University of Edinburgh, U.K.
2. Meeting held on 14.09.2012:
Dr. Sumangala Damodaran, Associate Professor, School of Development Studies, for grant of Duty Leave to travel between 26.9.2012 to 1.11.2012 to accept the teaching assignment at the University of Cape Town, South Africa.

Recommendations of the Committee enclosed (Enclosure - 1 and 2).

ADMBEDKAR UNIVERSITY, DELHI
(ACADEMIC SERVICES)

The Vice- Chancellor constituted the following Committee to consider the application of Dr. Radhika Govinda, Assistant Professor in the School of Human Studies, for grant of Extra Ordinary Leave without pay for a period of two years:

1. Professor Kuriakose Mamkoottam (to represent Dean, Academic Services)
2. Professor Ashok Nagpal, Dean SHS
3. Professor, Chandan Mukherjee, Dean SDS & SHE

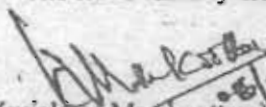
The meeting of the above Committee was held on 6-8-2012 at 11.30 a.m.

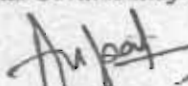
The committee examined the application submitted by Dr. Radhika Govinda for grant of Extra Ordinary Leave without pay for a period of two years. Dr. Govinda has been offered a position of Lecturer in Sociology at the School of Social and Political Science, University of Edinburgh, U.K. She is expected to join her new assignment on 21st August 2012.

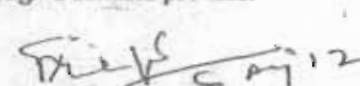
The Committee found that Dr. Govinda has completed two years of regular service with AUD as on 1-8-2012 and is eligible for availing EOL without pay as per the leave rules of the AUD as approved by the Board of Management at its 7th meeting held on 31-5-2010.

The committee recommends that Dr. Govinda be granted Extra Ordinary Leave without pay for a period of two years w.e.f. 9th August 2012 for taking up the new assignment at the University of Edinburgh, U.K.

The leave vacancy created by Dr. Radhika Govinda may be filled through a suitable process.


(Kuriakose Mamkoottam)
06/08/2012


(Ashok Nagpal)


(Chandan Mukherjee)



MINUTES

A meeting of the Committee constituted by the Vice-Chancellor to consider the request of Dr. Sumangala Damodaran, Associate Professor in the School of Development Studies, for grant of Duty Leave, was held on Friday, the 14th September, 2012 at 12.30 p.m. in the Room of the Dean, Academic Services.

The following were present:

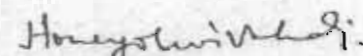
- | | |
|----------------------------------|-------------|
| 1. Professor Ashok Nagpal | Chairperson |
| 2. Professor Shivaji K. Panikkar | Member |
| 3. Professor Honey Oberoi Vahali | Member |

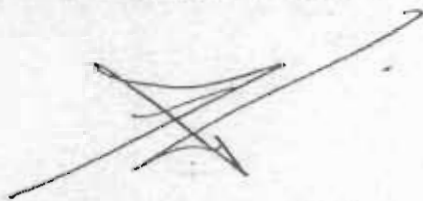
The Committee discussed the request submitted by Dr. Sumangala Damodaran for grant of Duty Leave to travel between 26.9.2012 to 1.11.2012 to accept the teaching assignment at the University of Cape Town, South Africa for one month.

The Committee considered the request for granting Duty Leave to Dr. Sumangala Damodaran. After having examined the request the Committee recommended sanction of Duty Leave to Dr. Sumangala Damodaran from 26th September to 1st November, 2012 to accept the teaching assignment at the University of Cape Town.

However, the Committee desired that Dr. Damodaran should submit the details of the alternative teaching arrangements made in the School of Creative & Cultural Expressions, to the Dean, Academic Services through the Dean, SCCE before the commencement of her leave.

The meeting ended with a vote of thanks to the Chair.


(Honey Oberoi Vahali)


(Shivaji K. Panikkar)


(Ashok Nagpal)

Appendix-11

Resol. No. 20/BOM(13)/11.02.2013

**Resolved to ratify the grant of EOL for one year to Dr. Suchitra
Balasubrahmanyam**

Extra Ordinary Leave for a period of one year:

Dr. Suchitra Balasubrahmanyam, Associate Professor, School of Design has been granted Extra Ordinary Leave for a period of one year (i.e. 25th January, 2013 to 07th January, 2014) to take up Leverhulme Visiting Fellowship at Royal College of Art, London, U.K. (copy enclosed).

extraordinary

Request from Dr. Suchitra Balasubrahmaniam for Granting of leave to pursue research at Royal College of Art under Leverhulme Fellowship

Dr. Suchitra Balasubrahmaniam, Associate Professor at the School of Design at AUD has been awarded a very prestigious Leverhulme Fellowship through a very stringent selection process to pursue research at Royal College of Art (RCA), which is one of the best schools of design recognised globally and considered world's most influential postgraduate art and design school.

As a Visiting Fellow, she will be connected to the RCA/V&A Museum History of Design Programme and based in the RCA School of Humanities, mentored by eminent experts. She will connect with the wider community of art and design historians and those with an interest in India and global/local issues both within and outside of the RCA.

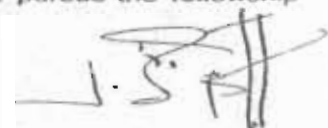
As per the construct of the School of Design at AUD and the nature of activities envisaged, her expertise and experience will be amply served in the larger plans of initiating research and programs in areas of design history and design research, which are unfortunately absent in Indian universities and design schools. To engage with an established discipline of design history, design criticism and design research at RCA is a rare opportunity to bring back not only her own work experience in this area but also exhaustive insights of the construct, structure, curricula and academic perspective from the RCA.

It needs to be viewed as a significant opportunity of institutional learning and insights that will serve well in the build-up of the School of Design and its activities as perceived by the selection committee while identifying her area of interest and expertise as a part of larger construct and impact on the discipline of design in India.

Moreover, her engagement with experience peers at RCA and other institutions should be perceived as a part of faculty development in the areas of design history, criticism and research, which are almost unattended with no serious body of work being done in India. The fact that such an experience and exposure are being available and will be hugely beneficial to AUD without incurring any cost, which is substantive, is also an important consideration while ensuring that she is facilitated to take up the assignment.

Through her fellowship tenure, she will be in constant touch with her colleagues at the School of Design at AUD for interactions, institutional network abroad, identification of opportunities for expert/institutional collaborations in future and other areas of potential through research or projects.

In view of this, it is recommended that AUD grant her leave to pursue the fellowship tenure.


Professor Jatin Bhatt
Dean, School of Design
18 December 2012

Dean, Academic Services:

Following provisions need to be given adequate consideration:

1. AUD has consistently been somewhat unorthodox in the manner it has attempted to attract and retain talents in its faculty. And evidently, it has paid rich dividends. The unconventional manner in which Dr. Preeti Mann was allowed, before her probation ended, to take up a post-Doctoral fellowship at Oxford was a case in point. Dr. Mann has completed her fellowship and has since returned to the School of Development Studies where she is doing good.

work and in addition has taken up several organizational responsibilities at AUD with great dedication. This goes to demonstrate that when an individual faculty realizes how much the University values her/his own professional development, the sense of ~~the~~ ownership for the institution tends to intensify.

2. The AUD Leave Rules Clause 8 (iii) states that "the Vice-Chancellor may also grant at his discretion, Extraordinary leave to a permanent teacher who has been selected for a teaching or research assignment in a University, a Research Institute or other similar important institution provided he has served the University for a period of at least two years and the application has been sent through and forwarded by the University." In this case, Dr. Balasubrahmanyam has been appointed against a permanent position through a regular procedure of appointment through a statutory selection committee; but has not completed two years of service in the University. Dr. Balasubrahmanyam had applied for this fellowship and the fellowship had been awarded to her prior to her being selected as an Associate Professor at AUD. So she could not have got her application duly forwarded by AUD. I understand that she had informed about the Fellowship at the time of her interview.

Extraordinary Leave seems to be the most appropriate option as per clause 8 (i) of AUD Leave Rules. Granting of Extraordinary Leave to Dr. Balasubrahmanyam is possible in spite of her not having put in two years of service at the University provided the Board of Management grants her an exemption. There is a rider attached to the Clause 8 (which pertains to Extraordinary Leave) of the AUD Rules which states that "... the BOM may grant exemption for the requirement of two years in very exceptional cases."

Recommended for approval

[Signature]
20.12.12

[Signature]
VC

1. Dr Suchitra Balasubrahmanyam had informed the selection committee at the time of her interview that she had been selected for the Leverhulme Fellowship at the Royal College of Art, London and the period of the fellowship was likely to commence soon. The selection committee had discussed this matter in detail and had concluded that having someone of the stature of Dr Suchitra Balasubrahmanyam was important for a young Design School like the one AUD was just in the process of setting up, and that a period of one year when she would be away on the fellowship should not matter considering that her engagement with AUD was going to be a long term one. Moreover, even when she would be away she could still be virtually connected with all planning and curriculum development activities at the School of Design, AUD. The Selection Committee considered that the Leverhulme Fellowship at the Royal College of Art, London was a prestigious fellowship, and it was a matter of great honour to AUD that one of our faculty was being selected for this. The prestigious nature of the Fellowship is also testified to by the Dean, School of Design.

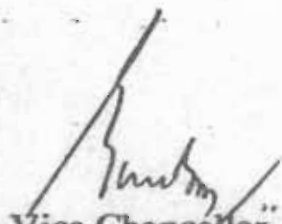
2. Based on the observations of the Dean, School of Design and the Dean, Academic Services, I am convinced that it is in the interest of the School of Design and the University as a whole for one of our faculty is awarded the prestigious Leverhulme Fellowship. I am persuaded that the exposure that Dr Balasubrahmanyam is going to have at the Royal College of Art, London through this fellowship will surely enrich the programmes of the School of Design, AUD. I have no doubt in my mind that Dr Balasubrahmanyam should be permitted to go ahead and avail of the Fellowship.

3. In the light of the above, particularly based on the observations made by the Dean, School of Design and the sense I got from the deliberations of the selection committee, **I am convinced that Dr Suchitra Balasubrahmanyam's is a very exceptional case**, not merely because of her professional credentials, but also because at this early stage of inception of the School of Design at AUD, it is important for the University to ensure that

of exemption for the requirement of two years for the sanction of Extraordinary Leave.

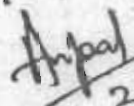
4. There is an urgency for the grant of Extraordinary Leave to Dr Balasubrahmanyam since her Fellowship at the Royal College of Art, London is scheduled to commence in January 2013. The date of the next meeting of the Board of Management is 11th February 2013. In my opinion, there is a need for immediate action on this matter and it cannot wait till the next meeting of the Board of Management. I would therefore exercise the power of the Board of Management, in my capacity as Vice Chancellor, as provided for under Clause 12, sub-clause (6) of the Ambedkar University Act, to grant exemption for the requirement of two years for the sanction of Extraordinary Leave to Dr Suchitra Balasubramanyan to enable her to avail of the Leverhulme Fellowship at the Royal College of Art, London as recommended by the Dean, School of Design. This shall be reported to the Board of Management in its meeting on the 11th of February 2013.

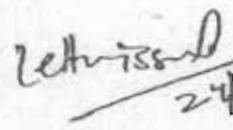
For further necessary action please.


Vice Chancellor
20 December 2012

Dean, Academic Services

DR (AS)


21.12.12


24/12

Office of the Vice-Chancellor
Dy. No. 1407
Date 20/12/12

Appendix-12
Resol. No. 21/BOM(13)/11.02.2013

Resolved to approve the norms of payment to Visiting Faculty from abroad as per the recommendation of the Committee constituted by the Vice-Chancellor for the purpose

(Ref.: 10th BoM Res. No. 14 dated 24-6-2011)

Notes:

1. As authorized by the BoM at its Sixth meeting, the Vice-Chancellor constituted the following Committee to make recommendations regarding procedures for appointment of short-term and visiting faculty as well as the norms for their payment:
 - i. Professor A.R. Khan
 - ii. Professor Vijaya S. Varma
 - iii. Professor Salil Misra

The recommendations of the above Committee were approved by the 10th BoM at its meeting held on 24-6-2011.

2. The current proposal of the School of Business, Public Policy and Social Entrepreneurship for inviting Visiting Faculty from abroad on short-term (less than a month) and medium-term (more than a month, less than a semester), has been examined by the following Committee constituted by the Vice-Chancellor:

Prof. Ashok Nagpal, Dean (SHS)
Prof. Chandan Mukherjee, Dean (SDS)
Prof. K. Mamkoottam, Director (SBPPSE)
Mr. P.K. Katarmal, Dy. Registrar (Academic Services)

The recommendations of the above Committee are enclosed **(Encl. I)**.

3. The Recommendation of the above Committee is submitted for consideration of the Board of Management since currently there are no norms of payment of remuneration for inviting Visiting faculty from abroad.

The meeting of the Committee constituted by the Vice-Chancellor to consider the proposal for inviting Visiting Faculty from abroad to Ambedkar University, Delhi was held on 13th July 2012 at 4.30 p.m. at K.G. Campus:

1. Professor Ashok Nagpal, Dean, SHS
2. Professor Chandan Mukherjee, Dean, SDS
3. Professor Kuriakose Mamkoottam, Director, SBPPSE
4. Mr. P.K. Katarmal, Dy. Registrar (Academic Services) - Member Secretary

Tertiary education in India is becoming extremely competitive. Students and potential employers of the graduates often rate academic programmes on the basis of their course content and the faculty that deliver such courses, in particular. It is important for AUD, which is a relatively new university, to do all that is possible to impart education of a high quality. Participation of faculty from institutions abroad will expose students to international scholars and thereby it is expected to enhance the quality and reputation of the programmes. Moreover presence of international faculty will also give the AUD faculty the opportunity to engage in collaborative teaching and research. To attract visiting faculty from abroad, the Committee recommends the following norms of remuneration:

I. Visiting Faculty for duration of less than 10 days:

- | | |
|--------------------------|---|
| (i) Assistant Professor | One and half times that of the amount approved for domestic faculty of the same level |
| (ii) Associate Professor | -do- |
| (iii) Professor | -do- |

In addition, accommodation (single) and local conveyance will be provided.

II. Visiting Faculty for duration of more than 10 days, but up to one month and shall participate in teaching and/or deliver a few workshops/ seminars:

- | | |
|--------------------------|--|
| (i) Assistant Professor | One and half times that of the amount that of the amount approved for the domestic faculty of the same level |
| (ii) Associate Professor | -do- |
| (iii) Professor | -do- |

In addition, International return (economy) airfare, accommodation (single) and local conveyance shall be provided.

III. Visiting Faculty for duration of more than one month:

- (i) Assistant Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of an Assistant Professor with or without a Ph.D.
- (ii) Associate Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of an Associate Professor.
- (iii) Professor: Equivalent to gross monthly starting salary at the higher end of the scale (rounded up to the nearest thousand) of Professor

In addition, international return (economy) airfare, accommodation (single) and local conveyance will be provided.

The School (Dean), which proposes to invite faculty from abroad will submit the name/s to the office of the Vice Chancellor well in advance before the teaching schedule is decided. A duly constituted committee will examine the proposal and make appropriate recommendations taking into account availability of funds and other relevant factors.

[Handwritten signatures and dates are present at the bottom of the page, including a date of 21/7/12.]

Appendix-13

Resol. No. 22/BOM(13)/11.02.2013

Resolved to approve the grant of annual increment to Professor Denys Leighton, Visiting Professor, in the School of Liberal Studies

(Ref.: 12th BoM Res. No. 19 dated 31-07-2012)

Notes:

1. As approved by the BoM at its 5th meeting held on 16-7-2009, Professor Denys Leighton was appointed as Visiting Professor for a period of *Three Years*. He was paid salary of a Professor in terms of Res. No. 3 of the BoM dated 2-9-2008.
2. Subsequently, the BoM vide Res. No. 14 dated 24-6-2011 (copy enclosed) (Enclosure- A), on the recommendation of a Committee constituted by the Vice-Chancellor to formulate procedure for short-term and visiting appointments and norms for payment, decided the remuneration payable to a **Visiting Professor (for a semester or more)** as "**Salary of a Professor including all admissible allowances like HRA, DA, Transport Allowance** (salary protection of employed elsewhere in India)." According to this decision Professor Denys Leighton was drawing salary in the Professor's scale with all admissible allowances (including the DA as revised from time to time).
3. In the above two decisions of the BoM the norms of payment of a Visiting Professor was considered **for a semester or more**. But the appointment of Professor Denys Leighton was approved for a period of three years. Subsequently, the BoM vide Res. No. 19 dated 31-7-2012, extended the tenure of Visiting appointment of Professor Leighton for a **further period of three years w.e.f. 3-8-2012**.
4. In the above two decisions of the BoM, there is no provision of providing annual increment to Visiting Faculty who have been appointed for a longer period than a year. But Professor Leighton's appointment as Visiting Professor was unusually defined for a tenure of three years (for greater stability required in the case of a new and developing University like AUD).
5. In view of the facts given above, the following may be submitted for consideration of BoM:
 - a) Since Professor Leighton has been working since 3-8-2009, and his tenure has further been extended for a period of three more years w.e.f. 03-08-2012, he may be granted annual increment with effect from the due date in terms of the recommendations of Sixth Pay Commission, i.e., 1st of July every year (subject to the eligibility). In his case he would be eligible to draw his first annual increment w.e.f. 1st July 2010, and subsequent annual increments after July 2010, as per rules.
 - b) For visiting appointments/ tenure appointments for a longer period than a year, the provision of annual increment may be built in, wherever applicable.

Appendix -14
Resol. No. 23/BOM(13)/11.02.2013

**Resolved to approve the creation of additional posts of Visiting/ Adjunct
Faculty, Academic Fellows and Research Assistants**

Notes:

1. The BoM at its meeting held on 3-11-2008 had approved creation of ten positions each of Research Associates and Research Assistants and authorized the Vice-Chancellor to make temporary appointments against these positions from time to time as and when the need for such appointments was felt.
2. Subsequently, the Research Associates were redesignated as **Academic Fellows** (vide BoM decision dated 24-6-2011), who will perform all duties expected of an Assistant Professor.
3. In view of the fact that many Schools in the few years of the beginning of the University have established their programmes and newer set-up needs and requirements have emerged, such as creating small research projects, developing networks through consultative processes and at times also assisting in the administrative process of the programmes, It is proposed that the BoM consider creation of **ten posts each of Academic Fellows and Research Assistants** in order to meet the requirements of additional teaching arrangements of the Schools / Centres.
4. In addition, it is proposed to consider creation of an expenditure head with funds to accumulate 12 visiting Prof. This expenditure head would facilitate a common pool for the various levels of visiting faculty across schools.

Appendix-15
Resol. No. 24/BOM(13)/11.02.2013

Resolved to approve the fixation of pay in respect of Professor Shivaji Panikkar, Professor Jatin Bhatt and Dr. Debal C. Kar

Notes:

1. The Vice-Chancellor constituted the following Committee to consider representation received from the Librarian:

- a. Professor Ashok Nagpal, Chairman, Library Committee
- b. Professor A.R. Khan, IGNOU
- c. Professor Salil Misra, Dean, School of Liberal Studies
- d. Mr. P.K. Katarmal, Dy. Registrar (Academic Services) - Member Secretary

2. The representations received from the following faculty members regarding pay fixation were also placed before the above Committee for consideration.

- | | |
|--------------------------------|--|
| i) Professor Jatin Bhatt, | Dean, School of Design |
| ii) Professor Shivaji Panikkar | Dean, School of Culture & Creative Expressions |

The Committee met on 16-1-2013 and considered these representations received from the faculty members and the Librarian. The Report of the Committee (enclosed herewith) (Enclosure - Y).

ACADEMIC SERVICES DIVISION

MINUTES

A meeting of the following Committee constituted by the Vice-Chancellor to consider the representation of Dr. Debal C. Kar, regarding his pay fixation, was held on Wednesday, 16th January 2013 at 10.00 a.m. in the Vice-Chancellor's Committee Room, KG Campus:

1. Professor Ashok Nagpal, Chairman Library Committee
2. Professor A.R. Khan, IGNOU
3. Professor Salil Misra, Dean School of Liberal Studies
4. Mr. P.K. Katarmal, Dy. Registrar (Academic Services) – Member Secretary.

Two more representations received from Professor Jatin Bhatt of School of Design, and Professor Shivaji Panikkar of School of Culture and Creative Expressions, pertaining to protection of pay, were also placed before the above Committee for consideration.

I. Dr. Debal C. Kar, Librarian, AUD:

1. Dr. Debal Kar's requested fixation of his initial starting pay at Rs.43,000/- in the Pay Band (PB-4) of Rs.37,400-67,000 with AGP of Rs.10,000/- as is done in the case of a directly recruited Professor. The Committee noted that in the UGC Regulations-2010 this provision is there for a directly recruited Professor. The Committee further noted that as per the recommendations of the Sixth Pay Commission and the CCS (Revised Pay) Rules, 2008, the pay on initial appointments to posts in PB-4: Rs.37,400-67,000 with Grade Pay of Rs.10,000/- shall be fixed at Rs.43,000/-, i.e. Pay in the Pay Band (PB-4) Rs.43,000/- + Grade Pay Rs.10,000/-, **Total: Rs.53,000/-**.

2. **In view the above, the Committee recommended that the initial starting pay of Dr. Debal C. Kar in the Pay Band of Rs.37,400-67,000 (PB-4) maybe fixed at Rs.43,000/- with AGP of Rs.10,000/- w.e.f. the date of his joining.**

II. Professor Shivaji Panikkar, Dean School of Culture and Creative Expressions:

1. Representation dated 1-1-2013 from Professor Shivaji K. Panikkar regarding protection of pay as Professor.

2. Before joining AUD on 7th July 2011, Professor Panikkar resigned as Professor in M.S. University of Baroda w.e.f. 21-03-2011 vide No.ADE2/2978 dated 21st March 2011. **The above order further stated that his retirement benefits can be paid after completion of pending Departmental Enquiry.**

3. Professor Panikkar could not submit his Last Pay Certificate from his previous employer due to the reason mentioned above. In the absence of LPC, his pay as Professor at AUD was released on the minimum of the Pay Band (PB-4) of Rs.37,400-

67,000 with AGP Rs.10,000/- plus admissible allowances, vide Office Order No.AUD/3-3(77)/2011/Aca./5 dated 29-7-2011.

4. In addition to the above fact, it was also noted that Professor Shivaji Panikkar was deprived of the benefit of revised pay scales in view of implementation of the Sixth Pay Commission w.e.f. 1-1-2006.

5. The Committee took a considered view and recommended that Professor Panikkar may be given benefit of pay revision as per sixth pay commission **provisionally** w.e.f. 1-1-2006, taking into account his last pay as Professor in the M.S. University of Baroda. It is evident from the documents he has provided that his last pay as Professor as on 7-9-2001 was Rs.17,750/- (in the pre-revised pay scale of Rs.16,400-450-20,99-500-22,400). Bringing this fixation up to 1-1-2006, this comes to Rs.19,550/- that is, prior to the implementation of revised pay scales. As per the fitment table-5 of fixation of pay in the revised pay bands his initial pay in the Pay Band of Rs.37,400-67,000 with AGP 10,000 comes to Rs.44,700. Therefore, his last pay as per the revised pay band would be Rs.55,350/- plus 10,000 AGP in July 2011. (The calculation sheet giving the above details is attached.)

6. *Therefore, his initial pay may be provisionally fixed at Rs.55,350/- with AGP of Rs.10,000/- subject to the condition that in the event of any revision/recovery in view of the outcome of pending departmental enquiry, his pay be adjusted accordingly, and he will have to submit an undertaking to this effect.*

III. Professor Jatin Bhatt, Dean School of Design

1. Professor Jatin Bhatt submitted two representations dated 9-9-2012 and 15-10-2012, requesting fixation of his pay in view of his stature, role and seniority, caliber and overall acumen required to lead the process of setting up the School of Design in AUD. He expects an annual gross salary of INR 18,00,000/-.

2. Professor Bhatt joined AUD as Professor in the School of Design, w.e.f. 13-9-2012, and his pay has been fixed at the starting basic pay of a directly recruited Professor, i.e. of Rs.43,000/- in the pay band of Rs.37,400 - 67,000 with AGP of Rs.10,000/- plus admissible allowances (HRA, DA, TA, etc.), vide Office Order dated 1-10-2012.

3. The following facts were submitted for consideration:

3.1 The Selection Committee held on 24-8-2012 *did not recommend any additional increments or any higher start of his initial salary as Professor.*

3.2 Before joining AUD, Sh. Jatin Bhatt was working as Managing Director with M/s. Edusign Consulting Pvt. Ltd. New Delhi as Managing Director w.e.f. 28-2-2008.

3.3 He worked with NIFT as Associate Professor since 14-6-1991, and he was promoted as Professor w.e.f. 22-12-1999 in the pre-revised pay scale of Rs.14,300-

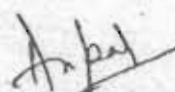
100-18,300. He resigned from his job at NIFT w.e.f. 11-1-2008. At the time of his resignation his pay was fixed at Rs.53,930 (Pay + GP) in the revised *Pay Band of Rs 37,400-67000 (PB-4) with Grade Pay of Rs. 8700/-* as per the copy of the NIFT Order dated 28th January 2009 submitted by him.

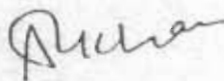
4. The Vice-Chancellor constituted a Committee comprising Professor M.P. Ranjan (NID, Ahmedabad) and Professor Ashok Nagpal (Dean, Academic Services) to consider the representation of Professor Bhatt. The Committee after due deliberation taking into all aspects of the case including his long experience in design, recommended as under:

"The initial basic pay of Professor Jatin Bhatt has been fixed by the AUD at Rs.43,000/- that is equivalent to the initial starting salary of that of a directly recruited Professor in the Pay Band of Rs.37,400 – 67,000 with AGP of Rs.10,000/- plus usual allowances. But the last salary that he was drawing at NIFT on 11-1-2008 was Rs.53,930 (including Grade Pay of Rs.8700/-), which is more than what his pay has been fixed at AUD. Had he been continuing in the same pay band since then, he would have been drawing basic pay of Rs.53,840/- plus Grade Pay of Rs.8700/-. In view of these facts, the Committee recommended that his basic starting pay should be fixed at Rs.53,840/- with AGP of Rs.10,000/- plus four **additional increments** with allowances admissible. Accordingly, it is recommended that his initial basic pay at AUD may be fixed at Rs.61,360/- with AGP of Rs.10,000/- arriving at a gross salary of Rs.1,49,651/- p.m. from the date of his joining."

5. The case of Professor Jatin Bhatt was placed before this Committee for reconsideration.

5.1 After considering all the facts given above, vis-à-vis his experience (including five years in a senior professional capacity after resigning from NIFT) and expertise in academic management, development, institution building and professional status, and the academic and professional stature and value that will be of critical importance in the building up and operationalizing the School of Design at AUD, the Committee recommended that Professor Jatin Bhatt may be given *five additional increments on the initial starting salary of a directly recruited Professor, i.e. Rs.43,000/-, and thereby raising his starting basic pay to Rs.50,950/- with AGP of Rs.10,000/- (plus usual allowances) w.e.f. the date of his joining AUD.*


(Ashok Nagpal)


(A.R. Khan)


(Salil Misra)


16.1.13
(P.K. Katarmal)

Calculation Sheet

Prof. Shivaji Panikar, Dean

Date of Joining in AUD	: 07.07.2011
Date of Resignation from MSU Baroda	: 21.03.2011
Pay fixed as Professor (Pre revised) In MSU Baroda as on 07.09.2001	: Rs. 17,750/-
Increments in 2002,2003,2004,2005 in the Pay Scale of 16400-450-20900-500-22400	: Rs. 450 X 4= Rs. 1800/-
Total Pay	: Rs. 19550/- (pre-revised)
Pay calculated as on 01.01.2006 as per fitment table-5 as per Sixth Pay commission scales	: Rs. 44700/- + AGP Rs.10000/-

Subsequently annual increments w.e.f. 01.07.2006:

01.07.2006	: 46350 + 10000
01.07.2007	: 48040 + 10000
01.07.2008	: 49790 + 10000
01.07.2009	: 51590 + 10000
01.07.2010	: 53440 + 10000
01.07.2011	: 55350 + 10000

Shivaji
16.1.13

Appendix-16

Resol. No. 26/BOM(13)/11.02.2013

Resolved to approve the proposed Allocation of Unfilled/Unassigned/Vacant Faculty Positions sanctioned by the BoM

Total Sanctioned Positions: 20 Professor, 40 Associate Professor, 80 Assistant Professor.

School / Centre	Professor			Associate Professor			Assistant Professor		
	In place	Proposed Allocation No.	Specialization if any	In Place	Proposed Allocation No.	Specialization if any	In Place	Proposed Allocation No.	Specialization if any
SDS		1		2	1	Development Practice	4	1	
SHE		1		2	1	Global Studies	4	1	
SHS	2	1 1*	Gender Studies Disability Studies *	2	1 1 1	Gender Studies Development Practice Psychotherapy	12	1	Psychology/ Psychotherapy
SLS	5	1 1	Sociology Comparative Literature & Translation Studies	10	1 1*	Mathematics Global Studies*	25	3 1 1 1	Comparative Literature & Translation Studies. (1SC/ST) Sociology (SC) Mathematics (SC) Economics (SC)
SBPPSE	1	1	Public Policy & Social Entrepreneurship.		3		5		
SES	1				2		6		
SCCE	1			2	2		5		
SD	1			1	1		1	4	(1SC/ST)
SLGC		1			2			4	(1SC/ST)
CSSRM					1*				
CECED					1*				
CEL7		1*			1*			1*	(1SC/ST)
CCK				1#					
CP					1*				
Total	11	9		19+1	21		62	18	

*This will remain a floating position. The proposed specialization may be attached to this position for a period of 3-5 years. Appointment to this position will be made accordingly.

This position has been approved already by the Board of Management for a limited time period.

Glossary

CELT – Centre for English Language Teaching

CP – Centre for Publishing

An Advisory Committee and a Steering Committee for Campus Development

The next five years will see AUD establishing the phase-I of its integrated permanent campus on the sites allocated to it at Dheerpur and Rohini. This will involve massive planning, land development and construction activities and will account for much of the capital expenditure that the University will incur under the 12th Plan. The Board of Management shall oversee this major initiative through a Steering Committee comprising experts in the field and University officials. Besides, there shall be an Advisory Committee of a high stature which shall extend advice and guidance to the process of Campus Development.

The composition of the Advisory Committee ensures representation of the governance and management structures of the University, representation of the Government at a senior level, and deployment of expertise and experience of the most distinguished nature that is available in the field. The Committee will comprise ex-officio members as well as nominations on the basis of personal credentials/accomplishments.

The Steering Committee shall be essentially a sub-set of the Advisory Committee with a few more technical experts included in it.

Nomination of non-ex-officio members will ordinarily be for a period of three years. Considering the distinguished and technical nature of the membership of these committees, the norms of compensation shall be at the level of the approved norms for the Board of Management.

The Advisory Committee will have the following Terms of Reference:

To provide guidance and advice for all activities pertaining to Campus Development.

The Steering Committee shall address the advice and guidance that is extended by the Advisory Committee in its deliberations. The Committee will have the following Terms of Reference:

1. To oversee, on behalf of the Board of Management, all activities pertaining to Campus Development.
2. To formulate, institute and implement policies, systems, procedures (including those for monitoring, quality assurance and financial management) pertaining to all aspects of Campus Development;
3. To send in quarterly reports to the Board of Management on the progress made with regard to the various components of Campus Development;
4. Any other task or function that the Board of Management may assign to the Steering Committee from time to time.

The Advisory Committee shall have the following composition:

Vice Chancellor (Chair)
Pro Vice Chancellor
Dean of any one School of Studies
Dean, Planning
Registrar
Controller of Finance
Secretary (Higher Education), Government of NCT of Delhi
One of the Government Nominees on the Board of Management
A Former Chief Secretary, GNCTD or a Former Secretary to the Govt or equivalent
Professor CR Babu, Distinguished Professor of Environment and Ecology
Shri Ashok Kumar Nigam, Former Vice Chairperson, DDA
Professor KT Ravindran, Former Chairperson, Urban Arts Commission
Shri V. Suresh, Former Chairman and Managing Director, HUDCO
Director (Planning & Administration), Campus Development (Member Secretary)

The Steering Committee shall have the following composition:

Vice Chancellor (Chair)
Pro Vice Chancellor
Dean Planning
Dean, School of Design
Professor C.R. Babu
Shri Santosh Auluck
Registrar
Controller of Finance
Director (Planning & Administration) Campus Development (Member Secretary)
Co-Director (Technical) Campus Development

- The Steering Committee may have special invitees from time to time from among the following: University Officials, Former Directors General of CPWD, Distinguished Architects, Eminent Educationists, Environmentalists, Urban Planners, etc. -

Appendix-18

Resol. No. 28/BOM(13)/11.02.2013

Resolved to approved the report of the Mid-Term Review Committee

The report of the Mid-Term Review Committee is enclosed.

**REPORT
OF THE
[REDACTED] MID-TERM
REVIEW
COMMITTEE**

AMBEDKAR UNIVERSITY DELHI

31 JANUARY 2013

31 January 2013

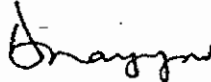
Professor Shyam Menon
Vice Chancellor
Dr B.R. Ambedkar University
Kashmere Gate Campus
Delhi

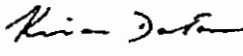
Dear Professor Menon,

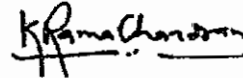
We have pleasure in submitting herewith the report of the Mid-Term Review Committee constituted by you to assess the progress of AUD towards achievement of its stated objectives and to provide recommendations for mid-course corrections.

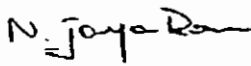
With regards,

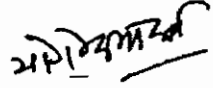
Your sincerely,

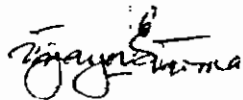

Deepak Nayyar
Chairperson


Kiran Datar
Member

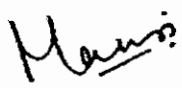

K Ramachandran
Member


N. Jayaram
Member


Yogendra Yadav
Member


Vijay Varma
Member


Chandan Mukherjee
Member


Manasi Thapliyal Navani
Member Secretary

Executive Summary

Introduction

The Bharat Ratna Dr B.R. Ambedkar Vishwavidyalaya (Ambedkar University, Delhi or AUD for short) was established by the Government of the National Capital Territory of Delhi through an Act of Legislature in 2007 and became operational on 1 August 2008. The Board of Management (BoM) of AUD, in its ninth meeting held on 15 March 2011, decided to institute a review of the University's broad direction of progress and development since the time of its establishment.

The Committee noted that this is probably the first time in India that a university has voluntarily decided to get itself reviewed by a team consisting of external scholars and some internal faculty. There was no statutory requirement for AUD to get this review done. Yet, it decided to pursue this exercise diligently, to assess its progress and seek advice for mid-course corrections, wherever necessary, keeping in view its mandate, vision, and mission.

The Review Committee formally began work in April 2012 and completed its report by the end of January 2013.

Achievements (2008-2012)

Drawing inspiration from Dr Ambedkar's life and work to define its institutional philosophy, AUD's vision statement commits the University to equity and social justice as the bedrock of its philosophy and values. As a public institution, AUD sees itself as an instrument of social transformation, focusing on social action at the interface of civil society and the State.

The Committee is delighted to observe the remarkable evolution of AUD over the short span of four years. The evolution is characterised by the establishment of nine Schools which focus on emerging areas of knowledge creation and professional specialisation, as also by the ingenuity in the creation of many innovative interdisciplinary programmes. Its undergraduate programmes hold the promise of becoming pace-setting exemplars which benefit from a seamless sharing between Schools, postgraduate and research programmes. This has been made possible by institutionalising the practice of broad consultation with scholars in the country and abroad before launching any School or programme.

Mandated to be non-affiliating, designed to be compact and conceived to be different in its administrative and management structures from older universities, AUD has evolved not merely swiftly but in a unique manner. The Committee feels that it has thus created a very commendable precedent for new universities being set up in the country to follow.

Issues, Challenges and Recommendations

A novel, progressive, and far-sighted academic enterprise such as AUD is bound to encounter issues and challenges in the process of fulfilling its objectives and mission. The Committee focussed on these issues and concerns which it considered as the most critical in the medium term, and has made recommendations for the consideration of the Board of Management of AUD.

Expansion and Consolidation

In its present phase of evolution, the issue is not that of expansion vs consolidation but rather of expansion with consolidation. If the University continues to expand at the present rate, there is a fear that it might get consolidated at the lowest level. On the other hand, expansion is necessary for sustaining the momentum already generated. The issue is about striking a balance between the two.

AUD must keep in mind the institutional space available to it at any given time while planning expansion. But this constraint should not become a deterrent to its development. Government needs to secure and make available additional space and land to the University in order for it to evolve and expand meaningfully.

Initiation of new programmes may be restricted, for the time being, to only those that have already been identified by AUD in its internal planning and preference should be given to those programmes that are close to the core of AUD's philosophy and mandate.

The existing MA programmes offered by different schools need to be reviewed and more attention needs to be paid to consolidation to make them more relevant, efficient and effective. This would entail a comprehensive review of curricular and pedagogical issues within each programme, with specific focus on basic issues like the level of courses, interdisciplinarity, and linkages with other programmes. It appears that this has not been addressed adequately in the first phase of curricular planning.

Given the space constraints, AUD may like to keep the number of undergraduate programmes at the current level, but increase the student intake gradually under each programme to about 50 per programme. At the postgraduate level, all existing schools may expand by offering MPhil and PhD programmes that are relevant to their mandate or focus area, subject to the availability of faculty time and without jeopardising the quality of programmes already on offer.

Students

Outreach and Catchment Area of Students

AUD must make a conscious effort to reach out to potential students, particularly from government schools, while enlarging its catchment area for admissions. The 15 per cent quota for students from outside Delhi should be filled proactively by attracting the best students from these areas by promoting strategic publicity.

Language Support

AUD should attempt to bridge the gap that exists between those who have access to social and economic opportunities in the world of work through access to the English language and those who lose out on these opportunities by virtue of not having such competence. Training students in the use of English as they pursue academic studies at AUD could be this university's biggest contribution towards bridging this gap.

Programme and Course Evaluation by Students

The Committee recommends that the system of course and programme evaluation by students be institutionalised immediately. The feedback thus received must serve as a critical input to the formal review of the individual courses delivered as well as the overall quality of the programmes.

School of Undergraduate Studies (SUS)

Organisational Structure of the School

The present organisational arrangement in the School of Undergraduate Studies is not sustainable. AUD needs to put in place an institutional mechanism to allocate teaching responsibilities by creating subject groups and introducing a statutory norm applicable to each faculty for time spent on teaching at the undergraduate and postgraduate level. In addition, the University should introduce a system of a rotating core faculty for the School for management and decision making.

Curricula

The undergraduate curricula need careful examination and it would be advisable for the University to pursue an internal review of their relevance, content, and level. This internal review should also cover the organisation and functioning of the Foundation Courses.

Given the innovative themes in several of the courses, it is recommended that each course team should endeavour to develop a properly annotated reading list as well as anthologies for their respective courses, which can then be updated every academic year, based on inputs and feedback from students. These anthologies can then be considered for publication.

Interdisciplinarity

In the social sciences, knowledge often develops at the interstices of disciplines. This must be acknowledged explicitly as the Schools review their focus and define their epistemic contours. Further, teaching which is discipline based, must be conducive to and allow for interdisciplinary pursuits. This must not only exist in principle but must also be put in practice. This could be done, at one level, by mandating the choice of electives across programmes and Schools. This could also be realised through the selection, at the time of appointment, of faculty that have interdisciplinary orientations and research interests.

The Committee has noted the apparent dilution of interdisciplinary focus within the programmes offered by the School of Liberal Studies (SLS). The Committee feels strongly that AUD while attempting to keep intact its focus on interdisciplinarity should institute an internal review, and perhaps, a reorganisation of the School of Liberal Studies, while assessing the relevance and strength of its programmes at the postgraduate level.

The Committee considers it important for Schools like SLS to spend concerted time and attention towards articulating their vision, and think extensively about their collective identity. SLS should be more than just an administrative house for different subject groups, which is how it appeared to be to the Committee. This is important, particularly as Schools, according to AUD's Act, are by definition indivisible entities and are to be organised on an interdisciplinary basis. Apart from reviewing the strength of its MA programmes in disciplinary areas, SLS may think of creating and offering programmes in interdisciplinary areas like Comparative Literature, Translation Studies, Urban Studies, Public Health, etc.

Faculty

Concurrent Appointments

There is a need for reformulating the letters of appointment to AUD faculty, to stay true to the original philosophy of concurrence. The appointment letter should state firmly and unambiguously that appointments are to the University and although the initial association may be to a particular School, it will in practice be to more than one School.

AUD must make a restatement of the requirement that every faculty member needs to teach in more than one School. This should be pursued proactively before disciplinary entrenchments become resistant to change and structurally inhibit flexibility. Parallel to this must be the administrative restatement and articulation of rules and guidelines facilitating concurrence.

Workload

Although the average teaching load of the faculty is not inordinate, there is unequal distribution across faculty members. Also, it is widely dispersed. It is recommended that in order to reduce the heavy workload (teaching and non-teaching together) borne by a few members of the faculty, AUD should consider redistribution of non-teaching responsibilities by giving some relief from teaching for those with major institutional responsibilities and by the introduction of Teaching Assistantship for senior students (mainly from MPhil and PhD programmes) to take care of tutorial and related activities. Further, the number of electives on offer within a School may be restricted in proportion to the faculty size and the scope of enabling students to choose elective courses across different programmes should be increased.

Performance Appraisal

The Committee is of the view that faculty appraisal is essential and should be put in place by the academic year 2013-14. The Committee recommends that AUD should design and institutionalise the process of annual teacher appraisal. Such appraisal should be transparent and also provide a mentoring space for the faculty. The appraisal system should give due weight to not just research output but also to teaching, curriculum development and institutional engagement. Assessment of faculty by students should be institutionalised and should form an important component of their annual appraisal.

Research

The Committee observed that the current level of research publication by the faculty in reputed peer reviewed journals is rather low. This may be due to an extent, to the substantial engagement of faculty in development of innovative curricula, many of which are being designed for the first time. However, unless a very proactive effort is made by AUD to stimulate quality research, there is a real danger that this will soon become an irretrievable norm. AUD cannot expect to sustain the quality of its teaching without the complement of high quality research. There is an immediate need for engendering a milieu and culture that values research and is conducive to research pursuits in the University. This need should be addressed at the earliest by the University. AUD must encourage this by institutionalising the process of every School articulating its research programme. Faculty members should be motivated to write research proposals and apply for grants. In addition, each School should encourage faculty members to share the early ideas of their research as well as research in progress with their peer group. AUD should also institutionalise the fortnightly *Faculty research-in-progress* seminars.

The present phase of AUD also provides new interesting opportunities for initiating different kinds of research. For instance, curriculum development for some of the innovative undergraduate and postgraduate courses could evolve into a project for writing good, well researched textbooks that are peer reviewed, or anthologies of case studies could be prepared. The documentation of institutional practices and experiences unique to AUD could also be undertaken. These can, in turn, feed into improving the teaching-learning process at AUD.

Campus and Building Infrastructure

AUD must persuade the government of the urgent necessity of securing additional classrooms and faculty space on the Kashmere Gate campus commensurate with the needs for accommodating Schools and Centres which are currently located in its Dwarka campus, by impressing on them that existing programmes cannot function without the additional space.

The Government of Delhi must also take note of the University's predicament in pursuing its academic expansion in the face of the severe infrastructural constraints, and actively support the University in its quest for acquiring substantive space and infrastructure for its present and future functioning.

Personnel Policy

The University has already initiated an internal process to examine the ~~current state of~~ deployment of staff and its future requirements. This process must be ~~expedited and~~ immediate steps taken to fill existing vacancies, especially vacancies in administrative positions. In order to facilitate recruitment on deputation or on contract, an appropriate, innovative and legally compliant policy for recruitment of administrative staff on fixed-term (say 3 years) contracts must be implemented urgently. The terms and conditions must be such as would attract good talents to apply for these positions. Further, a policy for orientation and training of staff and continuing professional development of administrative personnel should be formulated and implemented keeping in view the vision and mission of the University and its requirements.

Relationship with the Government

The University has been created by an Act of Legislature and by definition is an autonomous and self-governing body. AUD has enjoyed consistent and sustained support from the State Government. The University also needs the support of the Government in realising its autonomy even while it functions within the due processes laid down by authority.

AUD's annual financial expenditures have grown exponentially since year 2008 and it is in its rapid growth phase. Financial expenditure is going to increase substantially in the coming years. The rate of increase in expenditure will of course slow down progressively, but it will stabilise only when the University reaches its optimum size with about 5,000 students in its first phase of expansion. With the current increase in its programmes and activities (many of which are already on the anvil), and the campus development activities that will take off in the near future, the current rate of growth in expenditure should not be seen as out of the ordinary as it is the norm for all new universities.

It should therefore not be treated as a department of the Government with all the financial restrictions that are imposed on them. The University has in place structures meant to analyse and decide how Government grants, received after approval by the legislature, are to be used. It needs to be freed from an automatic application of the constraints that government imposes on its departments' financial operations.

Once funds are allocated to the University through appropriation by the Legislature, it is up to the statutory bodies of the University, also created through legislation and with representatives of the Government on them, to take charge of the funds and utilise them in compliance with statutory requirements.

Planning for Transition

Though a provision exists for interim arrangements after the completion of the term of office of the Vice Chancellor, the Committee is of the opinion that this should not be invoked in the context of a new and an innovative University like AUD. It is not desirable to have a situation where there is an acting Vice Chancellor for an interim period of some

months before the next Vice Chancellor is appointed as this will work against the critical momentum generated by the University over the past few years and will undermine its institutional ethos and morale.

The Committee recommends strongly that the appointment of the next Vice Chancellor should be announced at least a month in advance of the present Vice Chancellor's term getting over to enable a smooth transition. The person appointed can be informed and initiated into the philosophy and the work culture of AUD by the present Vice Chancellor.

Further, Statute 6(1) states that the Pro Vice Chancellor should be appointed by the Board of Management on the recommendation of a search committee consisting of the Vice Chancellor, a nominee of the UGC, and the Secretary (Higher Education) to the Government. The Committee is strongly of the view that the present provision is inappropriate and must be changed. Once selected, a Vice Chancellor must enjoy complete trust, and in the interest of good governance, must have the freedom to appoint a Pro Vice Chancellor of choice subject of course to the approval of the Board of Management.

List of Abbreviations

AUD	Bharat Ratna Dr B R Ambedkar University
BoM	Board of Management
CCK	Centre for Community Knowledge
CECED	Centre for Early Childhood Education and Development
CSSRM	Centre for Social Science Research Methods
ERP system	Enterprise Resource Planning system
FC	Foundation Courses
IT	Information Technology
MTR	Mid Term Review
pa	per annum
PG	Postgraduate
PRADAN	Professional Assistance for Development Action
SBPPSE	School of Business, Public Policy and Social Entrepreneurship
SCCE	School for Culture and Creative Expressions
SD	School of Design
SDS	School of Development Studies
SES	School of Education Studies
SHE	School of Human Ecology
SHS	School of Human Studies
SLGC	School of Law, Governance and Citizenship
SLS	School of Liberal Studies
SUS	School of Undergraduate Studies
ToR	Terms of Reference
UG	Undergraduate

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Chapter 1

Preamble

The Bharat Ratna Dr B.R. Ambedkar University

The Bharat Ratna Dr B.R. Ambedkar Vishwavidyalaya (Ambedkar University, Delhi or AUD for short) was established by the Government of the National Capital Territory of Delhi through an Act of Legislature in 2007 and became operational on 1 August 2008.

AUD has been conceived as a unitary university focusing largely on research and higher learning in areas of knowledge broadly under the domain of the social sciences, humanities and the liberal arts. The Bharat Ratna Dr B.R. Ambedkar Vishwavidyalaya Act, 2007 defines the mandate of the University to be:

“The University shall be engaged in teaching and research in emerging areas of higher education with focus on liberal arts, humanities and social sciences, for example, Arts, Commerce, Humanities, etc., and also to achieve excellence in these and connected fields.”

Following the broad guidelines of its Act and drawing inspiration from Dr Ambedkar’s vision of bridging equality and social justice with excellence, the University considers it to be its mission to create sustainable and effective linkages between access to and success in higher education. AUD is committed to creating and sustaining an institutional culture characterised by humanism, non-hierarchical and collegial functioning, team work and creativity.

The first four years of AUD’s life have seen exponential growth, exploration of new areas of knowledge, particularly in the interdisciplinary spaces, new models of curriculum, instruction and assessment, concurrent appointments of faculty and new mechanisms of student support. There have been several accomplishments, particularly in attracting competent faculty and in putting together bold new programmes. There are, however, several areas in which work remains unfinished and possibilities that have not yet fully unfolded.

Context of the Mid-Term Review

The Board of Management (BoM) of Ambedkar University, Delhi, in its ninth meeting held on 15 March 2011, decided to institute a review of the University’s programmes and the broad directions of its developments, after completion of three years of its existence, if need be, by inviting external expert(s). The review, it was suggested, could consider academic, administrative, and financial performance. Subsequently the Terms of Reference (ToR) for the Review were drawn up and presented for approval by the BoM in its eleventh meeting held on 14 November 2011. The Board authorised the

Vice Chancellor to finalise the ToR of the Review in consultation with the different stakeholders and initiate the Mid-Term Review (MTR) Process (see Annexure A for the relevant sections of the minutes of the meetings of the ninth and eleventh BoM).

The Mid-Term Review Committee and the Objectives

The Review was instituted when AUD had completed three years and seven months of its existence. The Review Committee, constituted in April 2012, comprised the following members:

1. Professor Deepak Nayyar, Chairperson
2. Dr Kiran Datar
3. Professor K. Ramachandran
4. Professor N. Jayaram
5. Professor Yogendra Yadav
6. Professor Vijaya Varma
7. Professor Chandan Mukherjee
8. Ms Manasi Thapliyal Navani, Member Secretary

The Review Committee was supported by the following student volunteers:

1. Ms Anindita Chatterjee (from 1 April 2012 to 31 July 2012)
2. Mr Vikas Dalal (from 1 August 2012).

The overall objectives of the MTR were to:

- assess the progress towards the achievement of the stated objectives of AUD
- provide recommendations for mid-course correction and adjustment and alignment of academic programmes and other programmatic/ administrative initiatives keeping in view the lessons learnt.

The specific objectives of the MTR were to:

- assess the significant programmatic achievements in terms of key outcomes of the academic and other initiatives undertaken by AUD
- assess the relevance and appropriateness of the broad academic provisions, academic programmes/ activities as well as of the governance processes, organisational structures, planning processes, infrastructure development, operational and management processes (including financial management), faculty development, student support, research, and outreach in the context of their effectiveness in achieving the stated objectives of AUD
- identify major constraints to the effective implementation of the academic programmes/ activities and other programmatic and administrative initiatives, including specific problem areas resulting from unanticipated circumstances, and suggest strategies/ measures to facilitate effective implementation of the programmes and the achievement of the stated objectives of AUD
- derive major lessons learnt during the implementation of the academic programmes/ activities and other programmatic and administrative initiatives undertaken so far

and examine how the experiences gained and lessons learnt can be used to improve programme planning and management during the coming years

- identify the strengths and weaknesses of the systems and processes adopted, identify challenges and provide recommendations for mid-course corrections and adjustment and alignment of the academic programmes and other administrative initiatives to be undertaken during the next five years keeping in view the stated objectives of AUD and the constraints identified and the lessons learnt so far.

These objectives were kept as the guiding principles and defined the scope of the Review. The scope was thus confined to the following aspects: the University's structures, institutional arrangements, the broad-contours of its programmes, its faculty profile, and its plans for expansion, diversification and consolidation.

The ToR acknowledged the fact that it was, "... too short a time to evaluate the accomplishments of the University and their impact in the larger society." The MTR was, therefore, instituted as a "purposive and participatory exercise ... as a review of the University and its practices against the backdrop of AUD's broad goals, its initial vision and its stated mission." The ToR of the Review also articulated the issues that the MTR was not expected to address:

- a critical overview of the broad goals, vision and mission of the University
- a detailed technical evaluation of the programmes (curriculum design, course structures, course content, etc.)
- a review of the typology and vision based on which the Schools and Centres of the University have been established.

Mid-Term Review Process

The Review Committee commenced its work formally on 19 April 2012, and subsequently met for deliberations and consultations in the AUD Kashmere Gate Campus on thirteen days spread over nine months: 19 April 2012, 7 & 8 May 2012, 12 June 2012, 30 July 2012, 21 August 2012, 25 & 26 September 2012, 6 November 2012, 7 December 2012, 19 December 2012, 4 January 2013 and 21 January 2013. The Review was conducted as a participatory and consultative exercise of engagement with the University community. The aim was to assess the extent of AUD's progress and help AUD in articulating the obstacles affecting its progress. The MTR was thus not visualised as an evaluative exercise, but a process of mentoring, intended to support AUD in resolving some of its challenges and dilemmas.

Initial consultations, in the form of a brainstorming workshop conducted intensively over two days in May 2012, were held with the Vice Chancellor, Registrar, Controller of Finance, the Library and IT teams, the Schools - their faculty members, a subset of students from the UG, PG, MPhil/PhD programmes, and some alumni of AUD. This workshop provided the Committee the opportunity to interact closely with the University community. Reflections and sharing by (a) students regarding their experience

while at AUD and prospects after graduation, (b) faculty members regarding academic programmes and innovative practices at AUD, and (c) Senior Management on the governance and development of the University, provided critical issues for the Committee to deliberate upon. Subsequently, meetings were also held with the Senior Management, the administrative staff, and members of the staff welfare collective. Some additional consultations took place with the undergraduate students who had been recommended to take English language proficiency courses, along with the teachers teaching these courses. A survey of the language background of undergraduate students was conducted as part of the Review team's reflections on student issues. Details regarding all such meetings and interactions appear in Annexure B.

This Report presents an overview and analysis of some of the critical issues that in the opinion of the Mid-Term Review Committee confront AUD. It also contains the recommendations of the Committee as action points for mid-course corrections to be initiated by the University. The Committee would like to emphasise that its analysis of the current situation and the recommendations it is making should not be seen piecemeal but as an integral whole.

Acknowledgements

The review process benefitted significantly from the articulation of concerns and issues by the faculty, staff and students from AUD - we would like to thank all of them. In particular, the Committee would like to thank the Vice Chancellor for extending all support for the conduct of the Review. We would also like to thank the Senior Management, all Deans, Directors of Centres, the Registrar, the Controller of Finance, the Library and the IT Teams.

The Committee is particularly grateful to Professor Vijaya Varma for finding the time and making the effort to help in the writing of the report. The Member-Secretary, Manasi Thapliyal Navani was most diligent and conscientious in the constant support she provided. The Committee would also like to thank Anindita Chatterjee and Vikas Dalal, for their valuable assistance in terms of research, documentation and organisational work.

Chapter 2

The University

Vision, Mission, Goals

The University is named after Dr B.R. Ambedkar, the visionary Indian reformer. Taking inspiration from his life and work to define its institutional philosophy, AUD's vision statement commits the University to equity and social justice as the bedrock of its philosophy and values. As a public institution, AUD sees itself as an instrument of social transformation, focusing on social action at the interface of civil society and the State. The University is making an attempt through its programmes, not merely to respond to the demands of the market, but to create leadership for public systems, and develop professional capacities in its students for social transformation through constitutional means. AUD has, therefore, been concentrating on programmes that are of social and academic relevance in the present and future times, apart from offering discipline-based liberal arts programmes at the Bachelors and interdisciplinary programmes at the Masters levels.

AUD is committed to ensuring not only access to but also success in higher education and establishing an institutional culture of cooperative and creative functioning. AUD is the only university in the region to cater exclusively to the study of the humanities and social sciences. As articulated in its publications, AUD believes, "... the study of these streams...will not only play a pivotal role in improving understanding amongst cultures but also transform human experiences into lessons for the future." The University aspires to "mould its students into informed and sensitive professionals who will engage with their social responsibilities and will react to the needs of the marginalised sections of our society." The structure of the University and its programmes highlight these aspects, and they find reflection in its policy of having optimally sized class cohorts, of deploying at least 25 per cent of curricular time on group work, field-work and project work, and requiring engagement with the community outside the University.

The University Act defines the "Objects of the University as:

- (a) to evolve and impart comprehensive higher education with focus on liberal arts, humanities, and social sciences ... at all levels to achieve excellence
- (b) to organise advanced studies and promote researches in higher education with focus on liberal arts, humanities and social sciences
- (c) to disseminate knowledge and processes and their role in national development by organising lectures, seminars, symposia, workshops and conferences
- (d) to promote cultural and ethical values with a view to promote and foster objectives of liberal arts, humanities and social sciences

- (e) to liaise with institutions of higher learning and research in India and abroad
- (f) to publish periodicals, treatises, studies, books, reports, journals, and other literature on all subjects relating to liberal arts, humanities and social sciences ...”

The University has pursued these objectives while striving for excellence in higher education in the social sciences and humanities.

Structure of the University: Governance and Organisation

Academic Structure

AUD has a unitary (non-affiliating) structure with undergraduate, postgraduate and MPhil/ PhD programmes. The academic structure of AUD comprises Schools of study, Centres and Programmes. Schools are expected to have relatively well demarcated epistemic contours. The distinct typologies in the nomenclature of the Schools reflect the focus on areas of knowledge and professional specialisations, which although relevant to contemporary times, are not being given enough emphasis by other universities in the region. The Schools are expected to have relatively more stability, larger core faculty and flagship programmes for teaching and research.

There are at present nine functioning Schools of study:

- The School of Business, Public Policy and Social Entrepreneurship (SBPPSE) which offers an MBA programme (with additional emphasis in Public Policy and Social Entrepreneurship)
- The School of Culture and Creative Expressions (SCCE) which offers an MA programme with four specialisations: MA Cinematic Art (Film Studies), MA Literary Art (Creative Writing), MA Visual Art, and MA Performance Studies
- The School of Design (SD) which will offer an MA programme in Design
- The School of Development Studies (SDS) which offers MA and PhD programmes in Development Studies
- The School of Education Studies (SES) which offers an MA programme in Education
- The School of Human Ecology (SHE) which offers an MA programme in Environment & Development and a PhD Programme in Human Ecology
- The School of Human Studies (SHS) which offers MA programmes in Psychology (Psychosocial Clinical Studies), and Gender Studies; three MPhil programmes – two of which are professional (Psychotherapy & Clinical Thinking, and Development Practice), and the third in Women’s & Gender Studies; and one PhD programme
- The School of Liberal Studies (SLS) which offers MA programmes in English, History, Economics, Sociology; two MPhil programmes (Hindi and History); and PhD programmes in Hindi, History, and Sociology
- The School of Undergraduate Studies (SUS) which offers BA Honours programmes with possibilities of majoring in one of seven areas (Economics, Psychology, English, History, Sociology, Mathematics, and Social Sciences & Humanities).

The School of Law, Governance and Citizenship (SLGC) is slated to start functioning in the near future. By the end of the academic session 2013-14, AUD is thus expected to have 10 functioning Schools.

The Centres on the other hand have a relatively flexible structure and comprise a group of professionals and scholars put together, more or less in project mode, to undertake research, documentation, training and some teaching in lesser known or neglected areas of social and academic concerns. Structurally, the Centres, as conceptualised at AUD, are a novel idea and are identified as distinct locations for project-based research, policy advocacy, capacity building and networking with the community. Unlike the Schools of study that are completely supported by University finances, a Centre is expected to be financially self-reliant, staffed by a Director, with some core and project staff assigned to it. The Centres are visualised to have project staff appointed on part-time and contractual basis from time to time and can also be staffed by faculty from the various Schools of study concurrently for a finite time.

Currently there are three functioning Centres. These are:

- The Centre for Community Knowledge (CCK)
- The Centre for Early Childhood Education and Development (CECED)
- The Centre for Social Science Research Methods (CSSRM).

Some more Centres are on the anvil. These are the Centre for Development Practice, the Centre for English Language Teaching, the Centre for Equality and Social Justice, the Centre for Engaged Spiritualities & Peace Building, the Centre for Leadership & Change, the Centre for Publishing, and the Centre for Social Application of Mathematics.

The functioning of the Schools of study is overseen by their respective Deans. There is an office of the Dean, Student Services that oversees the induction of fresh students into AUD, and looks after the mentorship of students while they are at the University. It supervises the awards of Scholarships, Financial Assistance, Bursaries, Fee Waivers, Grants, Campus Jobs and Placements. There is also an office of the Dean, Academic Services, overseeing appointments of academic personnel and their service conditions. The University has a Planning Unit focusing on the planning and the development of the University.

University Bodies

The University has a number of regulatory bodies responsible for its functioning. These include the University Court, the Board of Management, the Academic Council, and the Finance Committee.

University Court

The University Court is the supreme authority of the University and has to meet once in a year on a date fixed by the Board of Management to consider a report on the working of the University during the previous year together with a statement of receipts and expenditure, the balance sheet as audited and the financial estimates. It has powers to review the broad policies and programmes of the University and suggest measures for the improvement and development of the University.

Board of Management

The Board of Management is the principal executive body of the University and is in-charge of the general management and administration of the University.

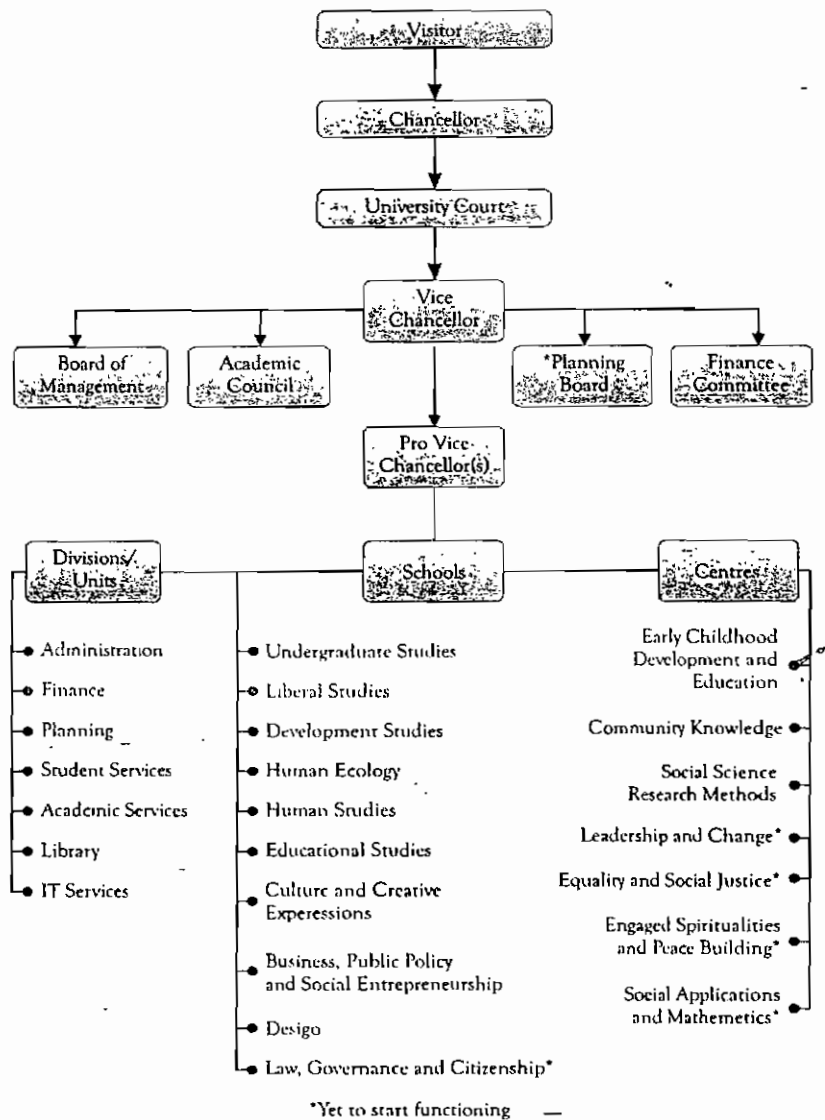
Academic Council

The Academic Council is the principal academic body of the University. It is responsible for managing the academic affairs and matters of the University as well as for the maintenance of standards of instruction, education and examination in the University.

Finance Committee

The Finance Committee is also a statutory body of the University that examines and scrutinises the annual budget of the University and makes its recommendations on financial matters to the Board of Management. It considers all proposals for new expenditure, makes recommendations to the Board of Management, considers the periodical statement of accounts, reviews the finances of the University from time to time, considers re-appropriation statements and audit reports.

AUD: An Organogram



Administrative Structure

The administrative structure at AUD includes Administration and Finance and structures to manage administrative support to resources like the Library and IT Services. The actual administration is planned as a slim and flat structure operating with a combination of regular and contractual (fixed-term) appointments with provision for lateral movement. Currently, AUD is in the midst of setting up a cloud-based ERP system which is expected to streamline administrative procedures and make them more efficient.

The total sanctioned administrative/ financial staff positions for AUD as of 2013-14 and the number of posts filled till December 2012 are indicated in Table 1 below:

Table 1

Title of the post	No. of posts sanctioned	No. of posts filled	Mode of appointment	Vacant posts
Registrar	1	1	on deputation	-
Controller of Finance	1	1	on deputation	-
Director (IT services)	1	1	on deputation	-
Deputy Registrar	5	1	on deputation	4
Deputy Librarian	1	-		1
Assistant Librarian	2	1	on contract	1
Assistant Registrar	14	9	6 on deputation, 1 on contract	5
Research/Planning Officer	2	-	-	2
Professional Assistant	3	2	2 on contract	1
Junior Executive	47	15	9 on deputation, 5 on contract	32
System Administrator (IT)	2	-	-	2
Assistant	35	22	3 on deputation, 19 on contract	13
Junior Executive	1	1	on contract	-
Junior System Administrator	1	1	on contract	-
Technical Assistant (IT)	3	3	1 on deputation, 2 on contract	-
Security Supervisor	2	-	-	2
Office Attendant	20	19	19 on contract	1
Total	141	77		64

Academic Programmes

Disciplines and Interdisciplinarity

One of the core principles underlying the programmes offered at AUD is that there should be disciplinary orientation to undergraduate studies while postgraduate programmes should be interdisciplinary in nature.

Programmes are housed in Schools, but have structures that allow for courses from other Schools and Centres as well. Every programme is expected to have a core module of three or four courses. These courses reflect the philosophy and the unique interdisciplinary perspective that the School represents. In addition there are elective courses which include courses from a branch of specialisation within the School.

At present, the School of Liberal Studies (SLS) is offering postgraduate programmes with disciplinary orientations in Sociology, History, Economics and English as against the interdisciplinary programmes offered at the MA level by SHE, SDS, SHS, SCCE, SES and SBPPSE.

Growth of AUD

AUD has grown in terms of the number of Schools, programmes, faculty and students starting from the academic year 2008-09. The total number of programmes increased from 1 postgraduate diploma in 2008-09 to 32 programmes (7 undergraduate, 14 postgraduate, 5 MPhil and 6 PhD programmes) in 2012-13 (see Figure 1). During this period, the number of faculty members increased from 6 to 95 (see Figure 2).

Figure 1

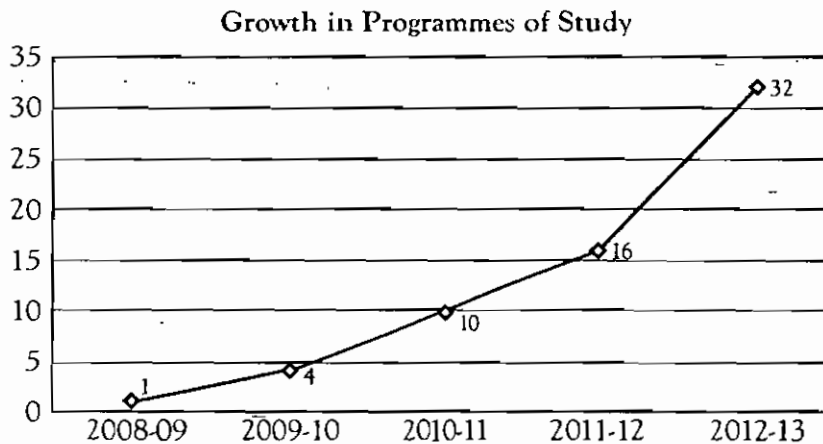
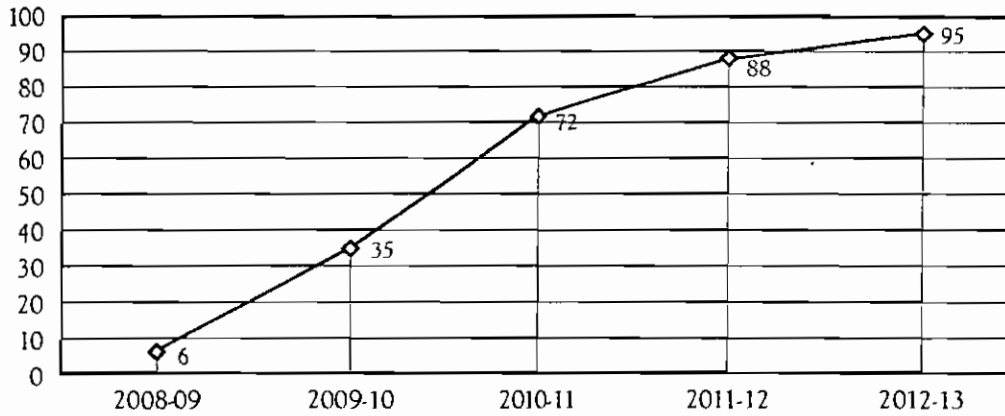


Figure 2

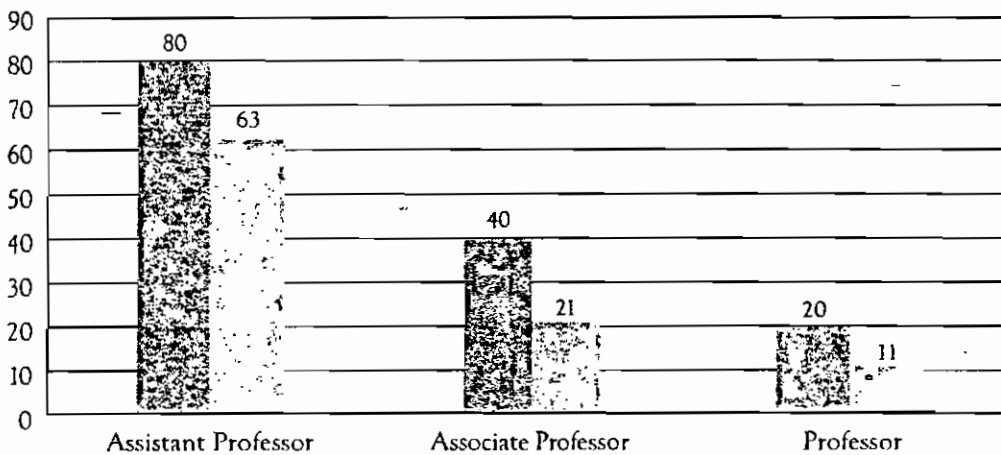
Growth of Faculty Members at AUD



50 faculty positions (14 Professors, 16 Associate Professors, and 20 Assistant Professors) were created in the academic year 2008-2009 through a resolution of the BoM in its third meeting on 3 November 2008. Subsequently, the BoM in its seventh meeting on 31 May 2010 approved the creation of 90 additional faculty positions (6 Professors, 24 Associate Professors, and 60 Assistant Professors). The number of faculty positions filled at various levels against these sanctioned positions can be seen in Figure 3.

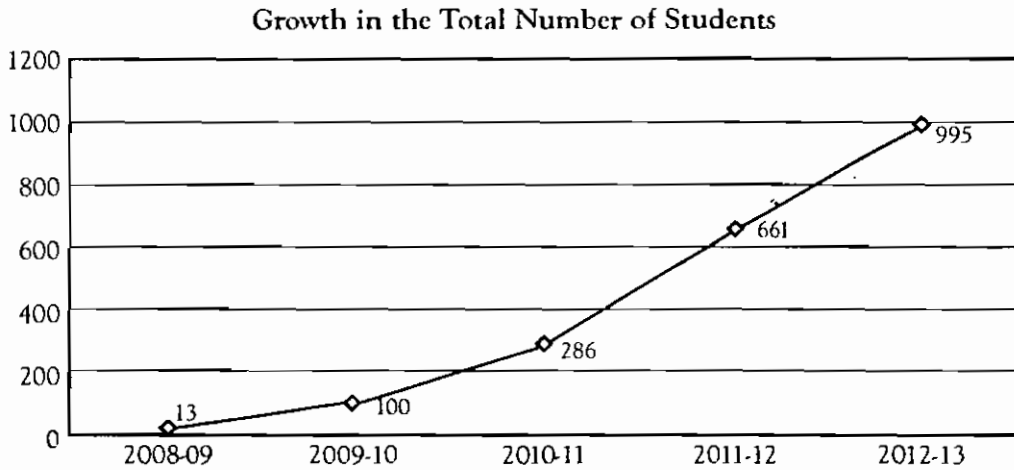
Figure 3

Faculty Members at AUD - Sanctioned & Filled Positions



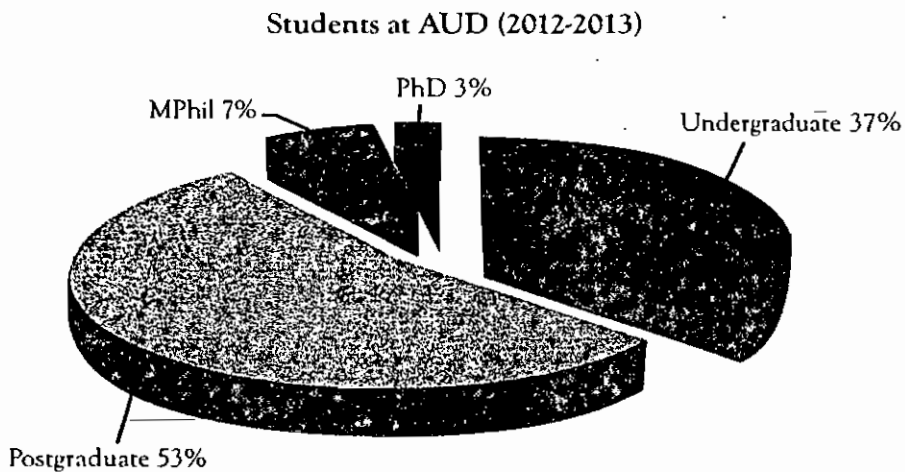
The total number of students at AUD during 2008-12 increased from 13 to 995 (Figure 4).

Figure 4



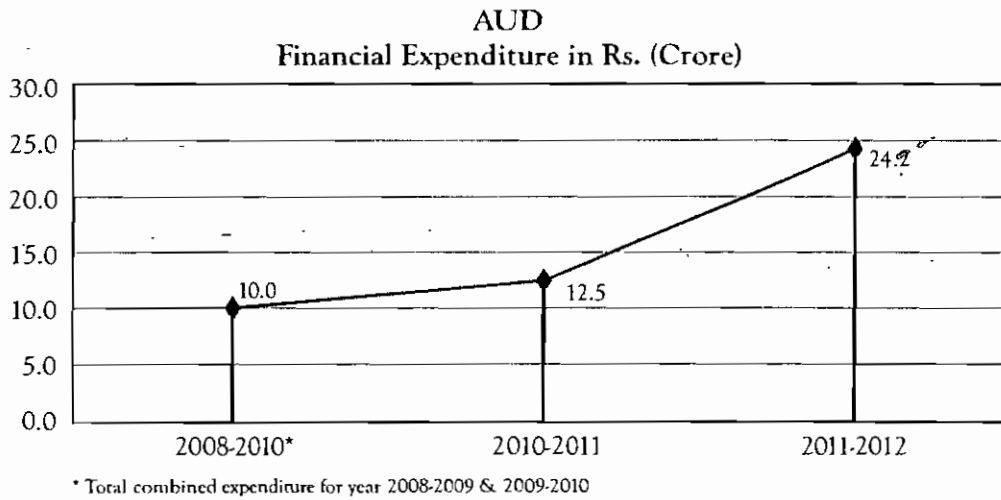
Currently there are 7 programmes offered at the undergraduate (UG) level in which a total number of 366 students are enrolled. At the postgraduate level, there are currently 14 programmes of two years duration, offered by different Schools. The total number of students currently enrolled in the postgraduate programmes is 534. At present, the distribution of students at various levels is 37% in undergraduate, 53% in postgraduate, 7% in MPhil and 3% in PhD (Figure 5). This composition will change substantially as the proportion of undergraduate students increases.

Figure 5



AUD's annual financial expenditure has grown exponentially since year 2008 (see Figure 6) and it is in its rapid growth phase. Financial expenditure is going to increase substantially in the coming years. The rate of increase in expenditure will of course slow down progressively, but it will stabilise only when the University reaches its optimum size with about 5,000 students in its first phase of expansion. With the current increase in its programmes and activities (many of which are already on the anvil), and the campus development activities that will take off in the near future, the current rate of growth in expenditure should not be seen as out of the ordinary as it is the norm for all new universities.

Figure 6



Chapter 3

The Beginning (2008-12)

I. AUD's Uniqueness

AUD's uniqueness is marked by its underlying philosophy, its organisational and management structure and its academic programmes. AUD's growth can be characterised by collegial practices and the emergent diversity in its innovative programmes. AUD comes across very clearly as a university seeking to define its identity by giving itself the mandate to achieve excellence with equity.

The basic philosophy guiding AUD and the energy with which many elements of its vision have been put into practice by the founders of the university, has creatively redefined the role of a university in the Indian context.

The Committee has noted with appreciation the excellence that AUD is seeking and the effort it has put into not duplicating conventional Indian universities. AUD has thus provided a great precedent for new universities being set up in the country. There are challenges and constraints that the Committee has noticed, but despite these, AUD has been able to give value to its identity as a university for the social sciences and the humanities. AUD is already asking of itself the question of what roles it can play for community outreach despite all the visible constraints of human resources, lack of infrastructure, etc. These efforts are to be commended.

The Committee has not come across any university in the country which has voluntarily decided to get itself reviewed as in the present case. Universities are usually coerced to undergo review. There was no statutory obligation for AUD to get this review done, yet it pursued this exercise diligently looking for ideas for mid-course corrections.

II. Success

The success of AUD is evident when compared to the 18 Central Universities established around the same time, which are still struggling to find faculty or chart a development trajectory for themselves. This success has been made possible by dedicated leadership and an imaginative vision pursued by the Vice Chancellor and the Senior Management with the active support of the Government.

The Committee's observations on areas in which AUD has achieved success are:

1. AUD has moved, in the Committee's judgement, from conception to reality in a very short span of time. Designed by intent to be compact, non-affiliating and different in its administrative and management structures from older universities, it has evolved not merely swiftly but in a unique manner.

2. The University, in its functioning, has consciously avoided ad-hoc solutions and pursued all decisions through deliberative and consultative processes. All its developments have taken place in the face of constraints and without copying existing structures.
3. The University is constantly putting into place systems for institutionalising its growth.
4. It has been successful in developing innovative and creative curricula that promote learning. This has been made possible through wide-spread consultation with academics and leading scholars from different disciplines across the country and from abroad.
5. In fact, the highlight of the evolution of AUD over the past four years has been the remarkable ingenuity with which the creation of interdisciplinary courses as central to the identity of the University has been pursued. AUD's undergraduate programme holds the promise of becoming a pace-setting exemplar which benefits from seamless sharing between different Schools, postgraduate and research programmes as also the involvement in it of all the teachers of the University.
6. Adopting an assessment system and evaluation models that facilitate alternative teaching-learning processes and doing away altogether with an Examination Branch, and the office of the Controller of Examination, have been signal achievements. The flexibility inherent in the assessment system that has been adopted, after a series of consultations within the University, is facilitative of innovative curricular and teaching processes.
7. The University is now institutionalising its innovative programmes. This process has been supported by the appointment of talented faculty members over the past four years. Innovative processes in appointment, which included consultation with external experts to identify potential faculty members, has ensured that the University has been able to make good appointments to its faculty in this short span of time. Good appointments make good universities and AUD has consciously followed this maxim.
8. Quite unlike other new universities, AUD has been able to find faculty for its innovative and distinctive programmes and the credit for that has to go to the Vice Chancellor, who has intensively and creatively engaged with the process of faculty selection.
9. The organisational and management structure adopted by AUD is aimed at creating a responsive and efficient decision making process within the University. AUD's Board of Management, its premier executive authority, is lean in structure so that a small cohort of people (informed by deliberations of the university community) along with a few independent experts, participate in its decision making. The optimal functioning of this system is reflected in the consistency and diversity of initiatives and the expansion in the University's programmes of study.
10. The University has put in concerted effort to focus on the well-being and mentoring of its students which is pursued as one of the core elements of its institutional philosophy. Efforts aimed at evolving a mentoring process at the university level

and intensive teacher-student engagement within programmes, may have met with uneven success, but they are nonetheless being actively pursued and redefined in the university context. This is a rare experience in the culture of institutions of higher learning that surround us.

11. The University has initiated a series of public lectures and events like the annual *Ambedkar Memorial Lecture* and *Conversations* with eminent academic and public figures. These have already become noteworthy events in the intellectual calendar of the city.

On the whole, perceptions about AUD in the community are good and the impression among young students and academics is very favourable. It is felt that AUD can be a role model and a pace setter for new universities to be set up in the future, who would do well to study the method and approach to creating a new institution that has been followed by AUD. The Committee has noted with pleasure AUD's success. However, in its report, the Committee while recognising these successes has chosen to address issues which if not addressed may adversely impact AUD in the future.

III. Issues and Constraints

Some of the issues and concerns that require attention include the following:

Expansion and Consolidation

This is an issue with multiple dimensions and a matter of concern for all new universities. While the pace of the AUD's expansion is commendable, a note of caution needs to be sounded. There has been rapid growth in its programmes and personnel, but the supporting resources and infrastructure have not kept pace. Further, there has been uneven progress across Schools and programmes. Any further expansion of AUD is faced with both infrastructure and academic constraints that are programme related, even as the Committee recognises that AUD is about innovative academic programmes. More programmes, and different programmes, ask for a critical balance between academic growth and governance support and infrastructure. Moving too fast could undermine this balance. At the same time, certain critical areas and programmes (particularly those intimately connected with the core philosophy of AUD) will of necessity need to be initiated immediately. Institutional growth is always path-dependent and the future of AUD may get distorted without adequate emphasis on these areas at its present stage of development.

Catchment Area of Students

AUD is yet to explore innovative practices for broadening its base for admissions, particularly to its undergraduate programmes. Located as it is in Delhi, AUD at present seems to be largely getting undergraduate students who do not manage admission in the colleges of the University of Delhi. Although the Committee noted a deep commitment to the idea of equity among the University community, however it did not see concrete initiatives to reach out to the best students either from the outskirts of the National

Capital Region of Delhi or from Government Schools in Delhi. What happens to students after they come to AUD is also an area which the University has not addressed sufficiently. A robust feedback mechanism, as a norm for students of all Schools, does not seem to be in place at present.

Curriculum: Content and Level

The level at which courses, particularly the undergraduate courses, are pitched is a matter of some concern. The reading lists for courses many times appear too ambitious in range and appear to be pitched at too high a level. The Committee was concerned at the apparent dilution of an inter-disciplinary approach in some of the Masters programmes, particularly in the School of Liberal Studies. The Committee also observed with some concern that the University has not made substantive and concerted effort at creating adequate academic and curricular support structures, particularly towards language support, for students whose medium of instruction before coming to AUD was not English.

SUS Structure

The organisation and the structure of the School of Undergraduate Studies has emerged as a major area of concern. It is the space which will host the majority of students at AUD. The proportion of undergraduates to the total number of students is and will continue to be large, but in its very conception this School does not have any core faculty that it can call its own. The teaching commitments of faculty to the School seem to be based on voluntarism. The Committee is concerned that the structures in place for the governance of SUS are not proving adequate to the task.

Faculty

The Committee has already noted that AUD has met with much success in the appointment of talented faculty in times when other universities have struggled to do so. This faculty has also been placed in an innovative academic space. AUD now needs to think how to realise the full potential of its faculty in both teaching and research and actively explore an innovative professional development plan for its faculty. AUD also needs to correct the unevenness in the current distribution of faculty members across Schools, wherein a School like SLS has a disproportionately large deployment of faculty as compared to other Schools. AUD also needs to now think of synchronising the academic activity that it considers to be of priority with faculty appointments in the future. Greater clarity is also required on concurrent appointments and commitment of teachers to different Schools, particularly to SUS.

Research

The future reputation of the University will depend not on teaching alone but also on research and publications. There is not enough evidence of faculty members undertaking research as evidenced by the records of research in AUD. This may be due to an extent,

to the substantial engagement of faculty in development of innovative curricula, many of which are being designed for the first time. This is an area of concern and AUD has to explore ways of fostering a dynamic research culture and milieu in the University.

Infrastructure

The University has so far functioned from two campuses but it has been asked to move out of one. This will result in a severe shortage of classrooms and space for faculty seating. There will be no Hostel for men students. The Committee is concerned that if additional space is not provided to AUD immediately on its Kashmere Gate Campus, its functioning and existing programmes will suffer immensely. Further, the land already allocated to the University is a critical minimum and absolutely essential for its future growth. The allotment to AUD is not just for here and now. It must be inclusive of what the University will need 10 to 20 years from now. This is critical, as in a metropolitan city like Delhi, contiguous spaces do not become available easily and their absence will jeopardise the planned expansion and functioning of the University in the long run.

Administrative Support

AUD started out with the intention that in its administrative structure it will not replicate those in existing institutions. It has struggled in persisting with this conviction, as reflected in the concerns expressed to the Committee by faculty members, administrative staff and the Senior Management. However, difficulty in getting committed and good administration personnel on deputation has left AUD with a severe shortage of quality administrative staff.

These issues, the Committee feels, have to be taken up immediately for critical assessment and action by the University. AUD needs to be aware, even in its day to day functioning, that it is very easy to slip into conventional modes of operation. It needs to remind itself of the vision and the kind of thinking that went into the creation of its innovative structures. The Committee also feels that if the University does not introduce corrections here and now, these may prove much more difficult in the future.

Chapter 4

Expansion and Consolidation

For most new institutions finding a balance between expansion and consolidation is often a dilemma. AUD is no exception. Even though expansion and consolidation should *not* be seen as mutually exclusive, the Committee fears that AUD may choose to expand without consolidating the gains of past years.

Issues

The initial plan of AUD envisaged a total enrolment of about 5,000 students by the year 2018-19. Exceptional as the present growth of AUD has been, achieving this target would require even more substantial expansion in the number of programmes and student enrolment during the next five years. Many innovations have been attempted and pursued in governance, curriculum planning, faculty recruitment and internal mechanisms for creating a distinct institutional culture. This has been achieved amidst infrastructural hurdles, delays at various levels in getting adequate physical space, and sailing against the norms within which higher education is configured in the city and, in fact, the country.

It is time to reflect, review and to examine the issues bearing on curricular and pedagogic innovations and the mid-course corrections that may be required. One of the key issues relating to the future of AUD is the need for the consolidation of existing programmes to improve their quality and efficiency. It would seem that some postgraduate and undergraduate programmes at AUD need reorientation to improve their relevance and quality. Discussions with current and former postgraduate students of AUD suggest that some courses are too broad-based and not sufficiently in-depth. The opinion was also expressed that not all programmes or courses equipped students with the specialised knowledge and skills required for future employment in related professional fields.

Innovation and expansion have been pursued at AUD in a context in which many of the governance systems, indispensable for running a university, are still being institutionalised. This has been a challenge to AUD's functioning, and it could emerge as a critical determinant of the trajectory of its evolution with a possible change in leadership on the horizon. The University needs to consolidate now the strong foundation that will be required to make AUD the kind of institution of higher learning that it is envisaged to be.

The major factors that would determine the pace and timeframe for the expansion of AUD would depend upon the pace of construction and expansion of physical infrastructure on the new campuses and the recruitment of both academic and non-academic staff to support the proposed expansion.

Recommendations

1. Development must be sequential. Initiation of new programmes should be contingent on infrastructure, logistics, space, and recruitment of faculty. Given the difficulty that the University is experiencing in getting space to effectively run its existing programmes, it may find itself in a situation where increase in student intake may have to be deferred for some time, unless it can persuade the government to give it additional space in the immediate short-term. These constraints should also not be allowed to become a deterrent to its long-term development. Government needs to secure and make available additional space and land to the University in order for it to evolve and expand meaningfully.
2. Given the current infrastructural constraints of the University, initiation of new programmes may be restricted, for the time being, to only those that have already been identified by AUD in its internal planning, i.e. those within the School of Business, Public Policy & Social Entrepreneurship, the School of Design, the School of Law, Governance & Citizenship; and to give preference to those programmes that are close to the core of AUD's philosophy and mandate.
3. The existing MA programmes offered by different schools may be expanded only marginally with more attention being paid to consolidation to make them more relevant, efficient and effective. This would entail a comprehensive review of curricular and pedagogical issues within each programme, with specific focus on basic issues like the level of the courses, interdisciplinarity, and linkages with other programmes. It would appear that this has not been addressed adequately in the first phase of curricular planning.
4. All postgraduate Schools may expand by offering MPhil and PhD programmes that are relevant to their mandate or focus area, depending on the availability of faculty time and without jeopardising the quality of programmes already on offer.
5. In an ideal world there should be as many programmes of study on offer as possible. Given the present constraints, AUD can decide to keep the number of undergraduate programmes at the current level, but increase the student intake gradually under each programme to about 50. A gradual increase in the number of programmes on offer in undergraduate studies can be envisaged over a five-year horizon. Some subjects, which need to be gradually introduced as possible electives in the undergraduate programme, could be philosophy and political science.
6. AUD must take note that in its present phase the issue is not expansion versus consolidation but rather expansion with consolidation. If the University continues to expand at the present rate without constantly reviewing the path it is traversing, there is reason for concern that it might get consolidated at the lowest level.

Chapter 5

Students

AUD's mission has been not merely to provide access to quality higher education to students irrespective of their backgrounds, but also to ensure that all students once admitted traverse the path of higher education smoothly and successfully. AUD's mandate is to support all students in finding their moorings in the University's academic and social spaces and also to take cognizance of the needs of students from disadvantaged backgrounds.

Issues

From the Committee's interactions with students and faculty, a range of issues have emerged, highlighting the challenges confronting the University in meeting its stated objectives. These include the extent of outreach of the University to students from disadvantaged backgrounds as well as to students outside Delhi who may not have access to information about the different avenues available for good higher education in the social sciences. At present there is no robust support mechanism for handholding students and for creating a collegial environment for integrating students from diverse backgrounds into the academic and social life of the University.

AUD has adopted English as the medium of instruction at all levels and has a policy of not discriminating against admitting students to programmes on the basis of their lack of proficiency in the English language. This makes it imperative for the University to attend to the needs of disadvantaged students to improve their proficiency in the English language, at all levels – undergraduate, postgraduate and research. From the details provided to the Committee, it is evident that more than 50 per cent of the undergraduate students have to do the basic level English proficiency course although not more than 30 per cent of undergraduate students come from government schools. This challenges the myth that only students from government schools and disadvantaged backgrounds need language support in English. The language support structures that AUD creates and provides for its students could be a mark of its uniqueness and be critical for the fulfilment of its mission.

The Committee in its interaction with both undergraduate and postgraduate students found that they were often unclear of AUD's vision and that although they heard often that AUD was different from other universities, they were not sure in what ways it actually was. Students appreciated small class cohorts and engagement with faculty members but were not clear, for instance, about the nature or need for foundation courses at the undergraduate level, the interdisciplinary focus, and the flexibility of choosing courses across Schools at the postgraduate level. In some of the innovative postgraduate

programmes like those offered by SDS, SHE, and SHS, students and graduates while sharing the exuberance of studying these courses also shared apprehensions about life and professional prospects after AUD.

AUD comes across as a university committed to mentoring its students. It would appear that the mentoring programmes attempted have not been uniformly effective. There is urgent need to work on structures to augment support for students.

The Committee recognises that the fees in AUD are higher than older public universities. AUD fees have to be higher, because the older models are not sustainable. Compared to private universities and coaching institutions and also to the expenditure of the university, the fees being charged at AUD are not very high. The Committee in its discussions with students did not get a sense that fees were a constraint for seeking admission. As an AUD norm, 25% of the total fees collected during a semester is available for distribution as fee waivers and scholarships (15% for fee waivers and 10% for scholarships). From the figures provided by the University, it is evident that the norm is by and large being followed, though the total number of students seeking fee waivers in some years has not been high enough to completely utilise the 15% corpus kept aside for the purpose. The details are provided in Annexure C.

Recommendations

Outreach and Catchment Area of Students

AUD must make a conscious effort to reach out to potential students from marginalised communities while enlarging its catchment area for admissions. The 15% quota for students from outside Delhi should also be filled proactively by attracting the best students from such areas. AUD could attract students from these categories by pursuing the following options:

- A cell should be created under Student Services, staffed by AUD students, which should engage in outreach activities for attracting social science and humanities students from government schools in Delhi and from areas adjoining the NCT of Delhi. Such a Cell should also undertake handholding and supporting students from the margins.
- Organise and advertise widely, summer events, like a Basic English Proficiency Course for students graduating from class XII. This will create a niche for AUD and help it in reaching out to a more diverse set of students.
- Organise open house events to encourage potential students to read through AUD courses and orient them towards the different combinations of courses that are available. AUD faculty and students would have to conduct these events prior to the admission process for students as well as their parents.

Mentoring

- AUD should design an Orientation programme to share the vision and mission of the University with students after they take admission. Students should have the opportunity to reflect on and engage with this vision.
- AUD should work concertedly to strengthen its mentoring programme, particularly for undergraduate students. The University could consider putting in place a scheme wherein a cohort being mentored could be a mix of students from different years of the academic programmes, attached to a teacher advisor. The objective would be not merely to improve academic performance but also to help students integrate within the social space of the University.

Fees

Interactions with students highlighted the fact that the provisions of fee waivers and the processes involved in availing them were not very clear to new students.

- AUD needs to give prominence to the provisions of fee waivers and scholarships, while advertising for admissions, so that more students from financially disadvantaged backgrounds are encouraged to apply for study at AUD.
- Such information must be prominently displayed on the University Notice Boards, the AUD Website and highlighted adequately not only before admissions but also during the orientation programmes for new students.
- Fee waivers, to be effective, must be awarded before not after fees have been deposited.

Earn as you Learn

- Given the load being experienced by the faculty in administrative work, AUD should work towards creating a Earn while you Learn scheme that gives financial compensation to students assisting faculty and Schools in select administrative tasks. Such tasks, depending on a student's abilities, could include teaching assistance, routine administration, library and IT related work, proof reading and copy editing of university materials, etc.

Placement

- Since many of the programmes and courses that AUD offers are unorthodox and innovative, a Placement Cell is urgently required. There should also be an on-going engagement with prospective employers right from the design of programmes, through internships and finally in articulating and marketing the special competencies produced through the programmes.
- Students could be involved in this with university support. This Cell should be proactive in assisting students with placements as well as for transition to programmes of further studies. Such a Cell would maintain a data bank, which would also assist with finding placements for internships and project work.

Life outside classrooms

- This requires urgent attention even though the current deficit in infrastructure is not within the control of the university. Better utilisation of existing infrastructure and greater effort on the part of the university is required to nurture this space. The University needs, for collegiality to emerge, spaces like an auditorium, an amphitheatre, common-room for students, and playgrounds.

Dropouts

- This is a cause for concern, though it is too early to come to any firm conclusion. AUD needs to institute a survey through its student services division to ascertain the reasons for dropouts. It is recommended that Schools maintain records of the stage at which a student drops out or withdraws from a course. At present there is no attempt being made to find out at the School level or by Student Services, as to how many are withdrawals¹ and how many are actual dropouts. From the data made available by the University (see Annexure D), the Committee finds a high attrition rate in some programmes like MA English (where it is 39%), and MA Sociology (35%). Attrition rates for some other Masters programmes like Environment and Development, and Development Studies has come down from past years, but the attrition rate for the Psychology programme has increased over the years (see Annexure D.1). While more substantive analysis of the existing data is required, AUD must systematically ascertain reasons for attrition and use inputs from this data for programme and course evaluation as well.

Medical facility

- Group insurance for students and availability of medical help on or near the campus should be organised by the university. AUD should tie up with schemes, hospitals, and agencies that train in first aid.

Alumni Association

- As the number of AUD graduates grows, it becomes more and more important to set up an Alumni Association which will track students through their career paths. It will not only allow the University to maintain contact with them in the future, but also be an important source of input into any attempt by the University to evaluate its own performance. The University should also maintain detailed statistics on admissions to different courses, on dropouts, scholarships, fee waivers and placements.
- The extensive work done in organising the first Convocation of AUD, particularly in trying to contact as many of its graduates as possible, should serve as a platform for building the AUD Alumni Association. This would not only help AUD get invaluable feedback on university processes but, at a future date, the Association could act as an advocacy group and, may be, even raise funds for the University.

¹Withdrawals are students who leave AUD after admission to join other courses and dropouts are those who choose not to complete their study at AUD leaving mid-course.

Chapter 6

Curriculum

This chapter outlines some issues related to the organisation of undergraduate curricula, the interdisciplinary focus at the postgraduate level, language support, and course evaluation by students at AUD.

Undergraduate Curricula: Content and Level

The Committee undertook a review of some specific undergraduate courses. This exercise was based on the feedback obtained during the consultative workshops with the undergraduate students of the University and faculty members teaching these programmes. This was an illustrative rather than an exhaustive exercise as the Terms of Reference of the Review did not require a comprehensive review of curricula by the Committee. The observations below may therefore not be applicable to courses that were not subject to such review.

English

The concept notes and the indicative reading lists for each course, reveal a structure that is fresh, relevant, comprehensive and interesting. Yet, erring on the side of caution, it needs to be stated that there is an urgent need to fix the number of units or texts in a course that will be taught each semester. Most of the indicated reading lists are vast, specifying only that “texts for the course will be selected from the following list” (e.g., Realism and Fiction). This is not only true of the Realism and Fiction course, but is pervasive. There is a danger then, of courses being considered either ‘light’ or ‘heavy’ by students, entirely on the basis of the ‘volume’ of texts prescribed in the papers making up the course. An exception is Course 6 (vii): *Political Speeches and Writings* which specifies the actual course work entailed as “... an in-depth analysis of any of the twelve speeches and writings...” out of a total list of twenty-three. This roughly works out to five hours of teaching per text, which appears reasonable.

Collection of feedback from students to gauge the efficacy of the present course structure is therefore recommended. All courses should specify the actual content. This will not interfere with the desired flexibility of the courses, as there is room for rotation of units or texts within a course. Moreover, the structure of assessment at AUD allows students to explore texts that are not taken up for actual classroom teaching and the suggested reading lists remain useful in giving direction to students who wish to undertake further projects in the area on their own. It is recommended that the reading lists should be properly annotated, specifying the essential and additional readings for the course.

Few students joining the university fresh from school come equipped with the capacity for abstract thought at the level that seems required for the literature courses. Such capacity

is usually acquired by students during their course of study when texts are opened up in meaningful ways through detailed analysis. This takes time. Therefore, rather than race through a large number of texts, one would suggest keeping the number of texts to a minimum, particularly in the first and second semesters. It would be a pity if such excellently designed courses (path-breaking in some instances) fail to be appreciated by students simply because of their intimidating breadth of scope.

Sociology

Formulated after due process and extensive consultations with expert committees, the courses reflect the vision and mission of AUD especially in terms of social justice and innovation. However, most courses are overloaded in terms of the quantum of work required and often seem to be pitched at the postgraduate level. There is a content overload in most of the courses. The recommended reading lists assume not just familiarity but proficiency in English and seem to be pitched at a level higher than what BA students can manage. There is a need to explore alternative readings and rationalise the quantum of the readings that are prescribed as essential.

History

The courses by and large follow traditional typologies of curricular organisation for History as happens in other universities. These are balanced by a set of thematic and innovative courses that are offered as electives. The expanse of some of the courses, for instance, *Ancient Societies* is vast and, while the bibliography appended to the course cites classics and full volumes, it is not made clear as to what is essential and what should be considered supplementary reading material. This observation is relevant across courses. The other core courses, like *Medieval India*, are also overloaded in content and look better positioned as year-long courses, rather than single semester ones. The content description of many of these courses is thought-provoking and exhaustive, but the courses are pitched at a level higher than is suitable for undergraduate students and do not appear to be suited to the semester mode of teaching.

Recommendations

- A common concern that emerged from all the courses reviewed was that the courses are too vast to be taught in a single semester.
- Given the innovative themes in several of the courses, it is recommended that each course team should endeavour to develop reading anthologies for their respective courses, which can then be updated every academic year, based on inputs and feedback from students.
- Evaluation of each of these courses by students is recommended.
- The issue of undergraduate curricular organisation needs more careful examination than the Committee could undertake and it would be advisable for the University to pursue an internal-review of the relevance, content, and level of the undergraduate curricula.

Foundation Courses

Foundation Courses (FCs) as part of the undergraduate programme are a very desirable feature of the programme and AUD needs to be complimented for this innovation. FCs are intended to facilitate the acquisition of basic skills that will be useful to students in their academic and related pursuits. These include, among others, logical analysis, quantitative reasoning, and linguistic and communication skills. As pointed out in the University brochures the FCs "have been prepared with an eye to providing students from varied backgrounds with a basic understanding of the social sciences, and also common insights into contemporary society". Thus they are intended to serve a dual purpose:

- (a) to act as a foundation for other courses, and
- (b) to familiarise students with the broad-based concerns of the different disciplines.

Candidates enrolling for the BA (Honours) programme are expected to do a minimum of 16 credits of FCs (though a student can opt for as many as 24 credits worth). The minimum FC component constitutes one-sixth but it could be as high as one-fourth of the 96-credit requirement, to graduate with Honours. A maximum of 80 credits are linked to discipline-specific courses, of which 64 credits are to be earned in the discipline in which a student intends to major and 16 from other disciplines, some of which could be 'special interest courses'.

Each FC is of 4 credits. Some FCs are compulsory, while others are optional. All FCs are offered in the first two semesters of the Bachelor's programme. It is important that they are taught in the first two semesters to act as foundation for undergraduate studies and students promoted to the third semester should have cleared all the foundation courses.

While the idea of providing undergraduate students with some basic skill sets is apposite and sound, the Committee recommends an interim review of (a) the organisation and functioning of FCs and (b) the curriculum, pedagogy, and evaluation procedures for the different FCs on offer, to ascertain whether or not mid-course corrections are required. A small committee consisting of some teachers who have been engaged in teaching FCs (preferably the compulsory ones) and some experts who assisted AUD in designing the FCs could be constituted to carry out this review.

Based on discussions with teachers and students, as also from the consideration of the issues that emerged during discussions of the overall curriculum, the following questions could be the basis for such a review of the FCs:

1. Are the FCs serving their stated objectives? Do students attend the non-elective FCs only because they are a compulsory component of the programme or, do they also appreciate the objectives underlying the FCs on offer? Overall, is their learning from FCs – especially the analytic and communication skills – reflected in their learning process in subsequent years of the programme?
2. What is the interest level of the students (a) in each of the courses, (b) at different stages of a course, and (c) in terms of their diverse background and academic preparedness at the time of enrolment?

3. Is the level at which the FCs are pitched and the innovation (or lack of it) in their delivery, for example in the case of *Logic and Reasoning*, *Introduction to Social Sciences*, *Quantitative Methods*, and *Identity Through Popular Narratives* – suitable for students, given their level of academic preparedness at entry to the Bachelor's programmes at AUD?
4. Is it necessary for all FCs to be of four credits, as courses tend to get loaded according to the number of credits allocated to them? Is the content considered necessary for providing students with a foundational knowledge while at the same time maintaining their interest in the course?
5. Since FCs are common to all streams of majors at the undergraduate level, how will the logistics of organising them optimally in terms of infrastructure, pedagogy, and evaluation be addressed? The salience of this question lies in the fact that failure to address these issues will result in the FCs becoming nominal and perfunctory, defeating the very purpose for their introduction.

The proposed review is necessary to provide the FCs a firm grounding in the academic structure of AUD. A mid-term correction would hopefully fulfil the objective with which the foundation courses have been instituted.

Interdisciplinarity

One of the basic principles underlying the structure of courses at AUD is to have disciplinary programmes at the undergraduate and interdisciplinary programmes at the postgraduate level. Programmes are housed in Schools, but the possibility exists for enabling participation of other Schools and Centres in teaching them. Each School can have one or more programme(s). A programme has ordinarily two, three or four modules of courses, either core or elective. The core courses reflect the philosophy and the unique interdisciplinary perspective that the School represents and can span all programmes within a School. The elective modules include courses from a select set of specialisations.

There seems to be an apparent shift towards disciplinary studies in some postgraduate programmes. At present, the School of Liberal Studies (SLS) is offering postgraduate programmes with disciplinary orientations such as Sociology, History, Economics and English. SLS thus has strong disciplinary groupings. This seems to run counter to the structure of other Schools as SLS would appear to offer only conventional disciplinary programmes. SLS's vision emphasises a strong commitment to the training of students in core disciplines as essential before any interdisciplinary pursuit may be undertaken. Their interdisciplinary endeavour is actualised by offering electives that can be taken from different programmes within and across Schools. To what extent this attempt is being realised in practice needs to be reviewed by the University. Interdisciplinarity as an approach can find reflection in the courses of study even within programmes such as MAs in Sociology, History, Economics and English and to an extent it is present in the course typologies and descriptions of some of the programmes offered by SLS. However,

as a School, the Committee noted the absence of a core philosophy, vision or perspective that informs the School as a collective and as an integral whole. There are also, apart from electives, no core courses reflecting the School's philosophy, which all students of SLS have to take irrespective of their discipline of specialisation. The Committee noted that SLS is also structurally different from other Schools, having a disproportionately large deployment of faculty as compared to other Schools. Its organisation and governance systems may need to be reviewed and reconsidered by AUD.

Recommendations

In the social sciences, knowledge often develops at the interstices of disciplines. This must be acknowledged explicitly as the Schools review their focus and define their epistemic contours.

Further, teaching which is discipline based, must be conducive to and allow for interdisciplinary pursuits. This must not only exist in principle but must also be put in practice. This could be done, at one level, by mandating as a norm the choice of electives across programmes and Schools. This could also be realised through the selection of faculty, which have inter-disciplinary orientations and research interests.

Even as the Committee notes apparent dilution of interdisciplinary focus within the programmes offered by SLS, it recognises that the pursuit of interdisciplinarity in academic programmes is also contingent on the life and employment prospects that students have outside AUD.

The Committee, however, strongly feels that AUD while attempting to keep intact its focus on interdisciplinarity should institute an internal review, and perhaps, a reorganisation of SLS, while assessing the relevance and strength of its programmes at the postgraduate level. It is important for Schools like SLS to spend concerted time and attention towards articulating their vision, and think extensively about their collective identity. SLS should be more than just an administrative house for different subject departments, which is how it appeared to be to the Committee. This is important, particularly as Schools, according to AUD's Act, are by definition indivisible entities and organised on an interdisciplinary basis. Apart from reviewing the strength of its MA programmes in disciplinary areas, SLS may think of creating and offering programmes in interdisciplinary areas like Comparative Literature, Translation Studies, Urban Studies, Public Health, etc.

Language Support

AUD is a university using English as the medium of instruction at all levels. It is AUD policy not to discriminate against students at the time of admission to undergraduate programmes on the basis of their lack of proficiency in the English language. The University has attempted to attend to the need of students to improve their proficiency in English by offering a core foundation course – *English Proficiency Course 1 (EPC1)* for those of its undergraduate students in the first semester as are recommended to take it on the basis of

a diagnostic test at admission. It is apparent from the experience of the past two years that a substantial proportion of students need to take this course compulsorily. In the year 2011, of the 188 students enrolled, 78 were recommended to take the basic proficiency course, i.e. 42 per cent of the students needed support in the English language. In the year 2012, of the 198 students enrolled 98 were recommended to take EPC1, making it almost 50 per cent of the students enrolled. The students recommended to take language support in English are not necessarily from a background of instruction in a non-English medium. Of the 138 students who responded to the Language Survey (from a total of 185 students admitted to AUD's undergraduate programme in 2012-13), a large proportion (77%) have had instruction in the English medium at school (Annexure E).

Some suggestions for the University's consideration for strengthening language support for its students are:

- The prospectus mentions that English is the medium of instruction. This could be supplemented by stating clearly that the University welcomes students whose language of instruction has been other than English and that AUD provides special support for them to make this transition. It seems that the proportion of Hindi medium students coming to AUD is disproportionately low compared to their ratio in Delhi schools (see Annexure E: Results of the language survey of SUS 2012-13).
- The admission proforma should record the background of students in terms of their medium of instruction along with the clarification that this information would not affect their prospects of admission.
- The English Proficiency Diagnostic test need not be held on the very first day that a student attends University. A few days may be allowed to let the student become familiar with the institution. The test is already being revised so as to capture different levels of proficiency. This process needs to be taken further.
- The current binary distinction between those who need EPC1 and those who do not, should be replaced by a more differentiated system – those who need EPC 0 (crash course to be held before the university opens); those who need EPC 1 and then EPC 2; those who can begin with EPC 2 and go on to do a full writing course; and those who go straight to the writing course.
- The current compulsory EPC course in English language proficiency focuses on academic writing skills. It might help to separate it into 2 different courses. This would mean increasing the weight of language courses in the overall curriculum for BA. This suggestion requires wider consultation.
- EPC 3 level courses may be designed for Masters and Research students.
- Language proficiency need not be confined to the English language. Social scientists need to understand the language of the society they wish to study. Therefore, language proficiency courses could be organised in other Indian languages (Hindi to begin with but later Urdu and Punjabi as well) and students encouraged enrolling for them. This might reduce any stigma attached to being asked to join an English language proficiency course.

- Teaching of English needs to connect to our social reality and requires the creation of special teaching material suitable to our context. Greater attention and stress on language proficiency would require commitment of additional resources and appointment of specialised faculty equipped for teaching English as a second language. A formal structure for the language cell in the university needs to be instituted, with recruitment of faculty with specialisation in language teaching mandated to initiate an English Language Learning Support Programme. The Committee has noted that AUD's Academic Council has decided to establish a Centre for English Language Teaching. Its development must be given priority by AUD.

AUD should attempt to bridge the gap that exists between those who have access to social and economic opportunities in the world of work through access to the English language and those who lose out on these opportunities by virtue of not having such competence. Training students in the use of English as they pursue academic studies at AUD could be this university's biggest contribution towards bridging this gap.

Programme and course evaluation by students

Evaluation by students should form an important part of the appraisal of courses. It ensures transparency and accountability in respect of courses and how they are taught by faculty. It will help the University in improving the quality of the programmes on offer. At the same time, it provides a basis for the formal acknowledgment of the contribution of a faculty member in respect of teaching.

Anonymous evaluation of courses by students, have been introduced in almost all the programmes currently on offer (see Annexure I). However, the manner in which the feedback is utilised varies considerably across programmes. There are some good practices in place. For example, in a few Schools, consultation or counselling by the Dean with individual faculty members based on student feedback and sharing of the feedback among the faculty team in order to discuss necessary actions to modify, improve or restructure courses, is being done. This practice, however, is critically absent in SUS and for most subject groups in SLS. Wherever these have been pursued, they are very commendable endeavours, but on the other hand, there are instances of such feedback remaining with the respective teachers without any further action and such cases need to be looked into.

Recommendations

Universities in India have been reluctant to undertake course evaluations. If AUD wants to be different it should have institutional mechanisms whereby feedback from students is used for adaptation and modification of courses.

The Committee recommends that the system of evaluation by students be immediately institutionalised in the following manner:

- Standardise the template for evaluation of each course. The template should leave scope for students to write their comments over and above their responses to the structured questions. Some variation in the templates should be allowed in order to accommodate specificities of different programmes.
- The Dean should discuss feedback from students with individual faculty members and forward an overall summary of the evaluations with comments (and the respective faculty member's responses) to the Dean, Academic Services, at the end of each semester. These records should form a part of the annual appraisal of each member of faculty.
- The Dean may encourage discussion of feedback from students during the periodic review of each programme by its faculty team.
- In the case of larger Schools this review process could be confined within programme groups, with the participation of peers drawn from other Schools where possible. Collective reflection on student feedback among the peer group could be institutionalised.

Chapter 7

Undergraduate Studies

Current Situation

AUD is a unitary university without a system of affiliated colleges. The undergraduate programmes of study, housed in the School of Undergraduate Studies, are central to AUD. These programmes provide the opportunity to equip students with specific disciplinary training within the broader canvas of the social sciences as a whole. SUS, with the largest enrollment of students within any School in AUD, is different from all other Schools in terms of its mandate, focus and organisation. Its organisational structure is characterised by a unique philosophy that allows for seamless sharing between different Schools, postgraduate and research programmes and the involvement of all the teachers of the University. Students have the flexibility to choose the main discipline(s) after the first year of study which consists of a common foundation module comprising skills in language, writing, communication, analytical reasoning, basic computing, along with an introduction to social sciences.

The undergraduate programmes are particularly significant as they are the foundation for every other programme in the university. The interdisciplinary Master's programmes at AUD should ideally, and largely, draw upon the products of its own undergraduate training. AUD's undergraduate students, it is expected, will be much better prepared for its programmes at the Master's level.

Issues and Concerns

The diversity and pluralism inherent in their organisational configuration offer the possibility of creating educational opportunities of high quality in the social sciences at the undergraduate level in the city.

The Committee, however, has some concerns regarding the structure of SUS, which it fears, may act as an obstacle in the attainment of the advantages that SUS has to offer. The undergraduate cohorts are large, but in its very conception this School does not have any core faculty that it can call its own. The teaching commitments of faculty to the School are based on voluntarism. The Committee is concerned that the structures in place for the governance of SUS are not proving adequate.

Based on discussions with the faculty and the Dean SUS, three layers of issues were identified, which need to be addressed to establish the undergraduate programmes on a firm footing and integrate them with programmes from the other Schools.

1. Lack of a well-specified institutional structure to draw upon faculty resources.
2. Lack of clarity on delegation of responsibilities within SUS for the academic administration of the programmes.
3. Lack of adequate administrative support.

Of these three concerns, the last one will be taken up separately.

In principle, the whole faculty of AUD constitutes the faculty of SUS. However, each faculty member is primarily located in one School or another (more than one school in the case of concurrent appointments). Currently, teaching gets organised within each School, completely independently to the exclusion of what is happening elsewhere. Thus allocation of faculty time to other Schools, particularly undergraduate studies, becomes residuary. In other words, the Dean of SUS is a 'General without an army' as all faculty members seem essentially to be accountable only to their respective Schools. This has created serious problems of organisation and co-ordination in SUS, particularly for the Dean, who consequently is not in total command of the faculty resources needed for the undergraduate programmes.

The Committee also feels that currently the ability of AUD to run its undergraduate programmes is largely attributable to a set of committed faculty members. A robust structure needs to be put in place immediately to remove the organisational hurdles to effective functioning of SUS programmes.

Recommendations

AUD can consider the following:

- As an immediate measure, create the position of a Deputy Dean, with a tenure of three years (non-overlapping with the tenure of the Dean, SUS). This is essential to begin the process of creation of a coherent structure with distributed responsibilities of academic administration in SUS.
- Set in place an institutional mechanism to allocate teaching responsibilities within SUS. This would require doing away with the current informal practice of appointing coordinators for each programme and instead, appointing Directors for each SUS Programme who would also function as Convenors of their respective subject groups.
- The tenure of Directors of Programmes could be three years. Programme Directors in consultation with the Dean and the Deputy Dean would be responsible for the management and coordination of the programmes of SUS.
- The Directors of programmes, the Dean, the Deputy Dean along with a small group of faculty members could form the core faculty of SUS for three years. The specific recommendations in this regard are as follows:
 1. Introduce a teaching norm for faculty members to teach undergraduate courses. This could, for example, be 33% of the total teaching load (amounting to say 4 credits). Such a requirement may rise over time as the number of programmes or courses increase. The norm should therefore be reviewed periodically.

2. To facilitate the process of creating the core faculty, AUD may consider formation of Subject Groups from the whole faculty with the Directors of SUS programmes as Chairpersons. Each Subject Group will recommend faculty members from different Schools (in the concerned discipline), to be deployed for three years in SUS, with a greater proportion of their teaching commitment being anchored in SUS, while being concurrent to other Schools. This allocation, on rotation, can be changed at the end of the three year period.²
3. This arrangement could be part of a coexisting dual structure, where at one level decisions about workload allocation for SUS could be made through a consultative process between the Directors of Programmes and faculty members located within the subject or disciplinary group.
4. At the second level, the Directors of Programmes would report these decisions to a Committee chaired by the Dean, SUS and comprising all the other Deans and Directors of Programmes. This would facilitate allocation of teaching responsibilities in a democratic and transparent manner, addressing possibilities of conflicts and asymmetries in work distribution. This Committee would be responsible for all major decisions regarding the planning and allocation of faculty time to SUS at the end of every academic year. This process would also strengthen the stake of all other Schools in the functioning of SUS.

²The Committee considered many models that are to be found in different institutions. This suggestion is crafted as a mix of practices found in institutions such as JNU, IIM, the New School for Social Research (New York), and the University of Sussex.

Chapter 8

Faculty

Appointments

Statute 12A (2) and (3) of the University state that every School of Study "... shall be organised on an interdisciplinary basis, and shall bring together knowledge, scholarship and other resources to offer programmes of study and research across a range of disciplines in the liberal arts, humanities and the social sciences. Each School shall have: teachers assigned to it; teachers assigned concurrently to two or more Schools and/or Centre(s); adjunct faculty; research, professional and other academic staff." Schools, thus, by their very definition, are constituted as much by the core teaching faculty as by the concurrent faculty, adjunct faculty and research and other academic staff.

The interdisciplinary character of AUD's programmes is one of the key attractive features of the University and this unique vision emphasises the need for inter- and cross-disciplinary approaches to the social sciences. It facilitates and demands a critical and continuous engagement of the academic programmes with interdisciplinary work that finds reflection in both teaching and research. It was hoped that this structural innovation would help create a kind of culture, an approach towards knowledge creation and dissemination, which would prevent creation of disciplinary silos; that it would strengthen creative tensions and pulls to facilitate a dialogue among different disciplinary perspectives, and thus increase the possibility of nurturing a transdisciplinary research culture in the University.

Concurrent Appointments

The proposal to institute a system of concurrent appointments was incorporated into the architecture of the University in the third meeting of the Board of Management held on 3 November 2008:

Teachers will be appointed to the University and not to a specific School or Centre, and a teacher thus appointed will ordinarily be attached to more than one School or Centre. This will support the interdisciplinary character of programmes and Schools, and will also ensure that the very same teachers who undertake postgraduate teaching and research will also teach undergraduate students. This arrangement also enables reconfiguring research-groups and programme-teams periodically, keeping in perspective the fluidity in the contours of knowledge.

Based on the discussions with teachers during the course of the MTR, it is apparent that there is an appreciation and receptivity towards the idea of concurrence. This makes for a live and vibrant experience for both teachers and students in AUD, but there are also some critical issues that have a bearing on the functioning of concurrence in the University. These are:

- The translation of this vision into the everyday requires thinking through processes, institutionalising them and putting them into effective practice.
- Questions are emerging about what the faculty is expected to do in the different Schools, in terms of administration, teaching and research, and how allocation of faculty to particular Schools or Centres is decided.
- So far, there have been only a few formal concurrent appointments. Even though AUD's Statutes mandate that academic appointments are to the University and not to a particular School, actual appointment letters to faculty specify appointments to particular Schools with the proviso of concurrence.
- Concurrence, by and large, is based on voluntarism, informal identification of interests and requests by programme teams from one School to get faculty members from a different School to teach in their programmes or offer electives. Consequently only a few teachers seem to be teaching across Schools and their workload then is proportionately higher than that of others. The amount of administrative responsibilities they are (un)able to take on in any of the Schools or Centres may therefore end up as a contentious issue.
- Logistic issues, like the distance between the two campuses, make faculty meetings across Schools difficult and therefore have a bearing on the extent to which concurrence can be realised.

While the basic principle of concurrence and permeability of movement across Schools and Centres of both teachers and students is to be reaffirmed, the University needs to address the emergent issues that are primarily structural. A formalisation of the process is required to make the system of concurrent appointment work efficiently.

Recommendations

- There is a need for reformulating the letters of appointment to AUD faculty, to stay true to the original philosophy of concurrence. The nomenclature of primary or secondary appointment is a deviation from the idea of concurrence.
- The appointment letter has to state clearly and unambiguously that appointments are to the University and that although the initial association may be to a particular School, it will be to more than one School. Appointments made to the University, can be anchored in Schools, but also specified as disciplinary appointments to facilitate the formation of disciplinary groups for teaching in SUS.
- AUD must make a restatement of the requirement that every faculty member needs to teach in more than one School. This should be pursued proactively before disciplinary entrenchments become resistant to change and structurally inhibit flexibility. Parallel to this there must be an administrative restatement and articulation of rules and guidelines to facilitate concurrence.

- Transparency in the process of allocation of academic duties and other administrative responsibilities needs to be brought in.
- A possible mechanism for allocation of duties and responsibilities for SUS has been proposed earlier in the chapter on Undergraduate Studies. The mechanism for allocation of duties and responsibilities between different Schools also needs to be identified. One such mechanism could be the requirement of a periodic meeting of all Deans, to discuss and coordinate workload. The office of the Dean, Academic Services, could provide the administrative support required for, among other things, conduct of these meetings, compiling data on workload and maintaining records of these processes as well as the facilitation of sharing of information across Schools.

These are guidelines, and through its own internal processes, the University needs to address the issues concerning formalisation of concurrent appointments.

Recruitment and Mode

The provision for allowing different kinds of academic appointments in the AUD Statutes was meant to bring flexibility into practices prevalent in conventional universities and should be seen in that perspective. As noted in Chapter 2, there has been significant growth in the number of faculty members, but a large number of positions at the level of Professors and Associate Professors remain vacant. AUD needs to add to its faculty size by implementing the existing provisions in its Statutes for part-time, adjunct, and visiting faculty. It should also explore activating fixed-term appointments and include in its extended faculty, senior postgraduate and research students. Parallel to this, and keeping in view School-wise faculty size and the academic and administrative duties which are identified for a School, AUD may like to review the faculty size for some subject groups, particularly SUS, and assess if it is adequate for enabling effective concurrency.

Recommendations

AUD should make a distinction between those courses which are designed to be taught by core faculty and only by default get taught by outsiders and those that are from the planning stage itself conceptualised as being taught by adjunct faculty. The Committee feels that adjunct appointments cannot be ad-hoc and the adjunct faculty should preferably be part of the curriculum development and planning of courses. There should be substantive interaction between core and adjunct faculty, who are brought in to add more expertise into the taught courses. AUD Programme Teams could work towards anticipating use of adjunct faculty in their programmes. Consultative meetings for course planning could provide opportunities to identify and involve adjunct faculty.

The University should create a database of academics and people who have been involved in its consultations and explore creatively the possibilities of getting on board adjunct faculty or engaging visiting faculty in niche areas of study. There are many people with such expertise available in Delhi both from academics and also the world of practice.

The Committee feels AUD must invite on its faculty, talent in the form of young scholars who are making the transition from doctoral research to teaching, on non-renewable fixed-term appointments for three years. These should not be seen as ad-hoc appointments, but as post-doctoral fellowships.

The Committee was informed that by February 2013, the promotion policy for Academic Staff would be ready. It is advised that these promotions should not be visualised as making up for the existing vacancies at the level of Professors and Associate Professors. They should be seen as individual promotions independent of the sanctioned positions at each level.

Faculty Workload

During various interactions, several faculty members mentioned difficulties due to excessive workload related to teaching and institutional responsibilities.

A limited survey on workload related to teaching reveals that on an average, teaching accounts for about 22 hours per week per faculty (see Annexure F). This was computed by taking account of the following (the norms used are given in the annexure):

- Time for lecture delivery, preparation, and Tutorial or Contact hours.
- Time needed for assessment.
- Time for administrative responsibilities related to teaching.

However, the distribution of teaching related workload (including tutorials and assessment) is skewed. There are a few members of faculty who carry a much larger share of the overall workload. There is unequal distribution of work across faculty members, and the faculty workload is widely dispersed.

Also, faculty members have other responsibilities such as working for various committees at the programme, School, and University level. It has not been possible to estimate the time spent on these activities given the wide variation in the requirement of time across different categories. However, it is evident that a few faculty members carry a disproportionate share of the major responsibilities in this regard.

On the whole, therefore, it seems that heavy workload is experienced by only a few members of the faculty. The teaching load would appear not to be inordinate for most faculty members.

Recommendation

In order to reduce the heavy workload borne by a few members of the faculty, the following may be considered:

- Redistribution of non-teaching responsibilities.
- Some relief from teaching for those with major institutional responsibilities.

- Introduction of Teaching Assistantship for senior students (mainly from MPhil and PhD programmes) to take care of tutorial and related activities.
- The number of electives on offer within a School may be restricted in proportion to the faculty size and the scope of enabling students to choose elective courses across different programmes should be increased.

Teacher Appraisal

The Committee is of the view that faculty appraisal is essential and must become University practice by the academic year 2013-14. If not initiated now, there is a genuine concern that AUD may either slip into business as usual or become complacent about its functioning or the faculty may find itself subjected to mechanistic assessment norms introduced by external regulatory bodies like the University Grants Commission (UGC). Both are undesirable. The Committee recommends that AUD should design and institutionalise the process of annual teacher appraisal. Such appraisal should be transparent and also provide a mentoring space for faculty. It needs to be multi-dimensional and take into account faculty research publications, course development, student appraisal of teachers as well as other institutional work in a standard proforma. The appraisal should include a component of self-assessment by teachers with comments from the Dean and also formally include a component of student feedback on teaching and courses.

Every academic year, Deans should review the key assignments and previous academic assessments of faculty members. In the case of larger Schools, like SLS, this review process could be confined within subject groups, with subject peers drawn from other Schools if possible. Collective reflection on student feedback among the peer group should be institutionalised. This peer group interaction can provide checks and balances to prevent the system being misused.

Chapter 9

*Research***Current Situation**

The Committee observed that the current level of research publications by AUD faculty in reputed peer reviewed journals is rather low. To an extent this is understandable in view of the substantial engagement of faculty in institutional development. There have been demands on their time for the creation of new academic programmes, many of which were designed for the first time, and for introducing an innovative assessment process. AUD as an institution is also endeavouring to create very strong student support and mentoring systems, which require faculty to work closely with students. Teaching innovative and inter-disciplinary courses requires faculty, in the initial years, to spend considerable time and attention on the teaching-learning process. However, unless a concerted and proactive effort is made by AUD to stimulate quality research, there is a real danger that the current situation will become an irretrievable norm.

Issues

There are two dimensions to academic excellence – the quality of teaching and the quality of research. AUD cannot expect to sustain the quality of its teaching without the complement of high quality research – a dynamic and responsive teaching environment is difficult to sustain in the absence of research feeding into teaching.

The University Act mandates AUD to “... organise advanced studies and promote research in higher education with focus on liberal arts, humanities and social sciences”. In the first few years of a new university, it may be a tall order to expect a copious research output, but the Committee is concerned as in its interactions and engagement with AUD faculty, it found few indications of the beginnings of faculty research programmes.

The Committee wishes to reiterate that the future of AUD will depend not only on its teaching programmes, but also on the research and publications of its faculty in peer reviewed journals. There is not enough evidence of this happening on the basis of the research records of AUD (see Annexure G). The Committee recognises that the growth of a culture of research at a university cannot be at the cost of its other responsibilities, like teaching and institutional work, but would nevertheless want to recommend strongly that these should not be allowed to interfere with research.

The University has enabling provisions for the promotion of research with funding available to every member of the faculty. These funds, however, remain largely under-utilised (Annexure H). AUD, apart from making available research and travel grants,

will have to proactively work on strengthening its research culture and as an institution emphasise the significance of research in the teacher appraisal system that is to be instituted.

Recommendations

There is a need for engendering a milieu and culture that values research and is conducive to research pursuits in the University. AUD must encourage this by institutionalising the process of every School articulating its research programme. Creating close linkages between Schools and research being pursued in the Centres may provide some of the starting points for such provisions.

Faculty members should be motivated to write research proposals and apply for grants. In addition, each School should encourage faculty members to share the early ideas of their research as well as research in progress, with their peer group. AUD should also institutionalise the fortnightly *Faculty research-in-progress* seminars.

The present phase of AUD also provides new interesting opportunities for initiating different kinds of research. For instance, curriculum development for some of the innovative undergraduate and postgraduate courses could evolve into a project for writing good, well researched textbooks that are peer reviewed, or anthologies of case studies could be prepared. The documentation of institutional practices and experiences unique to AUD could also be undertaken. These can, in turn, feed into improving the teaching-learning process at AUD.

Chapter 10

Campus and Building Infrastructure

Current Situation

AUD is currently operating from two temporary campuses, one at Dwarka and the other at Kashmere Gate. AUD is being allotted 17 acres of institutional land in Sector 3, Rohini and also 50 acres in Dheerpur (plus a contiguous plot of 62 acres which AUD will not own but will help maintain as a wetlands park). If the necessary permissions for constructing buildings are obtained without delay, AUD may be able to move into semi-permanent structures in its campus at Rohini by 2014-15. The first phase of the permanent campus at Dheerpur is not expected to be ready before 2017-18. In the long run the main campus of the AUD is proposed to be located at Dheerpur with the Rohini campus housing the University's community outreach programmes, training programmes, incubation and entrepreneurship cells, some Centres as well as students' hostels and faculty and staff housing.

Issues

AUD has been asked to vacate its Dwarka campus by 31 March 2013, although earlier it had been given to understand that it could continue in Dwarka till its permanent campus was ready. This brings into focus the urgency of finding additional space for accommodating the Schools and Centres currently located in its campus at Dwarka.

Further, the land allocated to the University for its Campuses, in the Committee's judgement, is a critical minimum and absolutely essential if AUD has to expand meaningfully into a full-fledged University. The space projections for AUD should not just be for its immediate requirements, but should also take account of the spaces that the University would need 10 or 20 years from today. This is critical, as contiguous spaces do not become available in metropolitan cities like Delhi and their absence can have a constraining impact on the vision and the future growth of the University.

Recommendations

- AUD must persuade the government of the urgent necessity of securing additional classrooms and faculty offices on the Kashmere Gate campus commensurate with the needs for accommodating the Schools and Centres currently located in the Dwarka campus, impressing on them that existing programmes just cannot function without these additional spaces. Space also needs to be provided for activities that are on the anvil and necessary for the natural development of the University.
- Government must also take note of the University's predicament in pursuing academic expansion in the face of the severe infrastructural constraints. It should proactively help the University in acquiring adequate space and infrastructure for its

proper functioning and upcoming campus development activities. The Committee would urge the Government to take note of AUD's predicament and not let infrastructure and land issues fetter its development and growth.

- The medium-term plan for AUD infrastructure should include space and buildings for accommodating about 15 interdisciplinary Schools and Centres, a community of about 5,000 students, and office space for faculty and administrative staff. The campus spaces should also have well-designed residential areas, with social and recreational spaces. The campus should be ecologically sustainable, energy frugal (in all operations including climate control and internal transportation), and self-sufficient in terms of water and energy usage. All structures should be designed to be friendly to the differently-abled. It is also essential to provide for an efficient integration of, and networking between, the two campuses of the University.

Hostel facilities

There is at present a lack of hostel facilities, particularly for male students. The AUD Dwarka hostel is home to 36 girls and boys. In the coming academic session the Kashmere Gate Campus is getting a hostel for girls with a capacity of about 40. However, once AUD moves out of Dwarka there would be no hostel facility available for its male students. Given the on-going campus development activities, it may be beneficial for the university to assign priority to building accommodation for students and faculty housing in the course of construction of its campus. In the interim it is recommended that AUD should consider the possibility of taking a building on hire for hostel purposes or identifying paying guest accommodation in the neighbourhood of its campus for its students.

Chapter 11

Management and Governance

Personnel Policy

The Vice Chancellor, Ambedkar University had set up a Committee on 10 December 2009, to recommend an appropriate and innovative organisational and administrative structure for the University. The guiding principles highlighted in the Report of this Committee, which has been approved by the Board of Management, include the following:

- The staff structure and staffing patterns of the University will be performance oriented and driven by results rather than by hierarchies and layers of reporting lines.
- The organisation will be lean, and its structure flat.
- Most of the personnel engaged by the university would be expected to be trained in multi-tasking who should be able to move both vertically and horizontally.
- The University should attempt to provide opportunities for its staff to improve their career prospects through regular and well organised training and personal development programmes.
- The University shall endeavour to make most of its senior appointments on fixed tenures. A proportion of two-thirds on contract or deputation and at least one-third as regular appointments at all levels is recommended.
- For specific functions, the University will involve students through campus jobs.
- The structure would be reviewed every three years, but at the initial stage could be reviewed after two years.

The total sanctioned strength for administration and finance for AUD till the year 2013-14 and the number of posts filled till December 2012 are shown in Table 1 of Chapter 2 of this Report.

Issues

While there has been good progress in terms of the recruitment of academic staff, the recruitment of administrative staff has not kept pace with the growth of the University in terms of programmes and the increase in enrolment of students. This has resulted in a heavy workload for administrative staff. It has also resulted in uneven workload among some of the academic staff. The problems arising from an inadequate number of administrative staff were further compounded by the exigencies of coping with the lack of a full-time Registrar for an extended period as well as functioning from two separated campuses.

One reason for AUD not being able to recruit an adequate number of administrative staff on deputation or on contract is the absence of an appropriate legally compliant policy for fixed-term appointment and for recruitment of staff on contract.

Recommendations

- The University has already initiated an internal process to examine the current state of deployment of staff and its future requirements. This process must be expedited and immediate steps taken to fill existing vacancies, especially vacancies in administrative positions.
- In order to facilitate recruitment on deputation or on contract, an appropriate, innovative and legally compliant policy for recruitment of administrative staff on fixed-term (say 3 years) contracts must be implemented urgently. The terms and conditions must be such as would attract good talent to apply for these positions.
- A policy for orientation and training of and continuing professional development of the administrative staff should be formulated and implemented keeping in view the vision and mission of the University and its requirements.

Management of Finances

Background

AUD is funded almost entirely by the Government of NCT of Delhi. AUD has been recognized by the UGC in July 2012 under section 12B of the UGC Act and is now eligible to receive development grants from the Government of India. There are plans for raising a corpus for AUD to complement the grant-in-aid from the government of the NCT of Delhi. An independent body, *Friends of AUD* is in the process of establishing a charitable trust overseas to enable student bursaries, research fellowships, research grants for teachers, visits by international faculty, as also exchange programmes for faculty and students among other things. AUD is also considering the possibility of establishing a Foundation as a not-for-profit corporate entity whose activities could include setting up of an agency for consultancy in social science research and also a publishing house.

Although the University is dependent mainly on the government of the NCT of Delhi for its capital and maintenance grant, AUD obtains research funding from various agencies like the Government of India, the World Bank, UNICEF, UNESCO, SERP, and PLAN International. AUD has received support from the Sir Dorabji Tata Trust for its MPhil programme in Development Practice (about Rs 36 million) as well as funding for the Centre for Social Science Research Methods from SAGE and ICSSR. The University is expecting to receive funds from Ms Sara Miller McCune for its proposed Centre for Publishing to the extent of Rs 32 million. A proposal has also been submitted to the Government of India for corpus funding for a Centre for Development Practice.

The percentage of cost recovery through fees is currently 9.7%. The fee structure at AUD is based on partial cost recovery and is expected to reach a level of 20% in a phased manner. Currently fees range from Rs 1,000 to Rs 2,000 per credit and a semester typically consists of 16 credits. AUD endeavours to have in place a differential fee structure based on the per-capita operational cost of a programme and the expected level of employment after graduation. There are provisions for full and partial fee waivers depending upon the economic and social background of the student.

These practices and initiatives are rare in the context of Indian universities and the Committee whole-heartedly supports all such efforts by AUD.

Recommendations

- The tasks relating to in-house preparation of Annual Accounts may be expedited and in-house preparation of Annual Accounts should be put in place from the financial year 2013-14 onwards.
- Codifying of account heads may be taken up as a priority as it would facilitate easy bifurcation of expenditures as well as combination of expenditures.
- Fund based accounting may be institutionalised as it would be convenient to control and monitor expenditure in the case of funds received from various sources.
- The process relating to expenditure planning for the next three to five years taking into account the expected expenditure on campus development, construction of buildings, infrastructure and the expansion of enrollment to about 5,000 students should be expedited.
- Appropriate Financial Regulations should be framed as early as possible to facilitate effective and efficient management of finance.

Relationship with the Government

Issues

The University has been created by an Act of Legislature and by definition is an autonomous and self-governing body. AUD has enjoyed consistent and sustained support from the state government. The Committee was informed of concerns that are elaborated below regarding functioning of the University and the management of its finances. These add to the infrastructural constraints experienced by the University and introduce additional difficulties in fulfilling its obligations to students, faculty and staff. The University needs the support of the government in realising its autonomy even while it functions within due processes laid down by authority. It should not be treated as department of the government with all the restrictions imposed on them. The University has in place structures meant to analyse and decide how government grants received after approval by the legislature are to be used. It needs to be freed from an automatic application of the constraints that government imposes on its departments.

Recommendations

- Once funds are allocated to the University through appropriation by the Legislature, the statutory bodies of the University, also created through legislation and with representatives of the government, should take charge of the funds and utilise them in compliance with statutory requirements.
- In addition to the efforts of well-wishers of AUD to establish corpuses for AUD to finance some of its programmes and activities, the Committee would like to see surplus from research funds and money generated through consultancy to be transferred to an internal corpus within AUD.

Planning for Transition

AUD's Statutes provide for a system and structure for governance which include the appointment of the Vice Chancellor and a clear policy for transition. The Committee has noted that the present Vice Chancellor's term is ending soon. The existing Statute 4 of the University states:

"If the office of the Vice Chancellor becomes vacant due to death, resignation or otherwise, or if the Vice Chancellor is unable to perform his duties due to ill health or any other reason, the senior-most Pro Vice Chancellor shall perform the duties of the Vice Chancellor, and if there is no Pro Vice Chancellor, the senior-most Dean shall perform the functions of the Vice Chancellor until the new Vice Chancellor assumes office or until the existing Vice Chancellor resumes the duties of his office, as the case may be."

If the appointment of a Vice Chancellor is not made in advance of the completion of the term of the present Vice Chancellor, it may lead to a situation where a fallow period exists between the demitting of office by the present and the appointment of the next Vice Chancellor. Though a provision exists for interim arrangements after the completion of the term of office of the Vice Chancellor, the Committee is of the opinion that this should not be invoked in the context of a new and innovative university like AUD. It is not desirable to have a situation where there is an acting Vice Chancellor for an interim period of some months before the next Vice-Chancellor is appointed as this will work against the critical momentum generated by the University over the past few years and will undermine its institutional ethos and morale.

The Committee recommends that the appointment of the next Vice Chancellor should be announced at least a month in advance of the present Vice Chancellor's term getting over to enable a smooth transition. The person appointed can be informed and initiated into the philosophy and the work culture of AUD by the present Vice Chancellor.

Further, Statute 6(1) states that the Pro Vice Chancellor should be appointed by the BoM on the recommendation of a search committee consisting of the Vice Chancellor, a nominee of the UGC, and the Secretary (Higher Education) to the Government. The Committee would like to state strongly that the present provision is inappropriate and must be changed. Once selected, full trust and confidence must be reposed in the office of the Vice Chancellor, and in the interest of good governance, the Vice Chancellor must have the freedom to appoint a Pro Vice Chancellor subject to approval by the Board of Management.

Chapter 12

Future Directions

The growth and expansion of the University

AUD in five years from now should have acquired the critical mass necessary for it to function as a compact full-fledged university in terms of the number of students and faculty members and the number of teaching and research programmes it offers. For this University to come completely into its own it would need at least 5,000 students with concomitant faculty and administrative staff. AUD should work concertedly to get the associated infrastructure and land issues resolved by seeking the active support of the government. In the meanwhile it should gradually expand its academic programmes, giving priority to the critical focus areas that are integral to its core philosophy and vision.

Engagement with the Community

Even though most of the Centres at AUD are at a nascent stage, the Centre for Early Childhood Education and Development (CECED) and the Centre for Community Knowledge (CCK) have made forceful beginnings towards bridging the divide between theory and practice and impacting social policy through their research.

In particular, CECED in the past four years has emerged as the most important research and policy advocacy agency in the area of Early Childhood Care and Education. The Centre's activities are community based, research mediated and oriented towards policy advocacy. The research projects and community outreach activities they are undertaking are to be commended. It should enjoy unfettered University support and academic collaborations with the different Schools within AUD.

The major goal of the Centre for Community Knowledge is the collection, digitisation and, in the long run, the validation of community knowledge. The Centre should be encouraged to explore the epistemology of community knowledge – after all much as some academics may want to downplay its validity, very often such knowledge is based on an empirical validation process sometimes extending over centuries.

In keeping with its mandate, CCK is also trying to collect the oral history of the city of Delhi by recording the memories of its citizens in different localities. This should ultimately feed into the Delhi City museum project. There is opportunity here to explore collaborative ventures that could include courses in curating and museology run jointly with the School of Culture and Creative Expressions. AUD should take proactive steps in supporting CCK's initiatives and help create a repository for the social sciences and work towards creating the best digitised social science library in the city and the country.

The joint AUD-PRADAN MPhil programme in Development Practice uses field-immersion processes (75% of the curricular engagement is field-based) to carry out studies and interventions. This programme should be viewed as a prototype for future programmes of cooperation with other NGOs in the field of health, education and environmental studies. There is already a proposal for establishing a Centre for Development Practice.

There is intense community engagement also through the MPhil programme in Psychotherapy & Clinical Thinking and the Clinics that AUD operates as a laboratory for trainee clinicians. The School of Human Ecology also has a strong community linked component. The School of Education Studies is also planning its programmes along the same direction. Similarly, the School of Business, Public Policy & Social Entrepreneurship emphasises social entrepreneurship in its MBA programme.

AUD is proposing to set up a satellite campus, on the land allocated to it in Rohini, as a location for outreach and community extension programmes. In the long run it will house an innovation centre and an incubation cell for promoting local entrepreneurship and a Centre for Publishing. The possibility of establishing an institution on the lines of a Community College on this campus should also be explored.

Programmes like these will help establish AUD as an institution that is dedicated to engaging with the community that it is embedded in and serve as a model for building bridges between academia and the locale within which it is located.

University Publications

Every university of some standing has its own Press and a vibrant programme of publication. The possibility of AUD collaborating with a reputed social science publication house, rather than establishing its own press, is recommended. It would be important to put in place transparent and rigorous academic peer review practices so that only good quality material is submitted for publication. Through such collaboration AUD could bring out quality publications to encourage scholarship in the social sciences, humanities and the arts in the country. These publications could be in the form of occasional papers, monographs, research publications and in due course, the Centre for Publishing could bring out a quality research journal.

Think Tank for Policy

There is need to establish a Centre for Future Studies at AUD which would act like a futures think tank and carry out policy oriented research studies which would engage with the task of predicting and anticipating future trends. These studies should become articulations of alternative visions, independent of the official establishment view, which could nonetheless become a point of reference in the formulation of government policies.

Annexure A

Relevant Decisions of the Board of Management

A.1 An excerpt from the 'Minutes of Meeting - 9th Board of Management Meeting, 15 March 2011'.

Any other item with the permission of the Chair:

University may like to institute a review of its programmes and the broad directions of its development after completion of three years of its existence, if need be by inviting external expert(s). The terms of reference for this review may be formulated in consultation with academic and administrative staff. This review may consider academic, administrative and financial performance.

A.2 An excerpt from the 'Minutes of Meeting - 11th Board of Management Meeting, 14 November 2011'.

Any other item:

The Board noted that in pursuance of the deliberations in the 9th Meeting of the Board of Management, the Terms of Reference for a Mid-Term Review have been drawn up (Annexure-IX). The Board authorized the Vice Chancellor to finalize the Terms of Reference in consultation with the various stake-holders and pursue the Mid-Term Review making the necessary arrangements for administrative and financial support.

AUD: BOM-11/14.11.2011

A.3

Ambedkar University Delhi

Mid-Term Review 2011

Terms of Reference

Preamble

Ambedkar University Delhi (AUD) was established by the Government of NCT of Delhi through an Act of Legislature in 2007. AUD became operational on 1 August 2008. AUD Act defines the focus of the University as the social sciences and humanities. The Act provides no provision for affiliation of institutions.

Goals, Mission, Vision

AUD has shaped itself as a unitary university focusing largely on research and higher learning in areas of knowledge broadly under the domain of the social sciences, humanities and liberal studies. Following the broad guidelines of the University Act and drawing inspiration from the life and ideas of Dr BR Ambedkar, the University has taken up the mission to bridge a. concerns for excellence with those for equity and social justice, and b. focus on social change with that on economic growth. AUD's institutional mission includes creating sustainable and effective linkages between access to and success in higher education. AUD is committed to creating and sustaining an institutional culture characterized by humanism, non-hierarchical and collegial functioning, team work and creativity. It has been AUD's attempt through its programmes not merely to respond to the demands of the market, but to work for creating leadership for public systems, to work for social transformation through constitutional means and to develop professional capacities in the interface of the civil society and the state.

The first three years of AUD's life has been one of exponential growth, exploration of new areas of knowledge particularly in the interdisciplinary spaces, new models of curriculum, instruction and assessment, concurrent appointments of faculty and new ways of student support. There have been several accomplishments, particularly in attracting competent faculty and in putting together bold new programmes. There are however several areas in which work remains unfinished and possibilities not fully unfolded yet.

Introspection, Reflection, Envisioning

It has been an attempt right from the beginning to design the various structures and programmes of the University through collective reflections and consultations. All the programmes were designed through a series of consultative meetings. Once the core faculty has been in place, periodic sessions of collective reflections and sharing of experience have been conducted. There has always been a shared conviction in the AUD community that envisioning the institution's desired future is an evolving and participative process and is never going to be a finished enterprise. AUD is evolving to be a self-aware institution. It

is hoped that the institution will sustain a culture of collective introspection, reflection, self-assessment and readiness to make mid-course corrections for greater fidelity to the institutional goals and mission.

Mid-Term Review

AUD has just completed three years and seven months. It is considered too short a time to evaluate the accomplishments of the University and their impact in the larger society. However, now is as good a point in time as any for a purposive and participative exercise at a Mid-Term Review of the University, against the backdrop of its broad goals, its initial vision and its stated mission.

What the Mid-Term Review can do

To focus particularly on the following aspects: the University's structures, institutional arrangements, broad contours of its programmes, its faculty profile, and its plans for expansion, diversification and consolidation. It is hoped that the Mid-Term Review would provide the strategic directions to the University for the next five years.

What the Mid-Term Review cannot do

After merely three years of the University coming into existence, such a review clearly cannot be expected to address fully the following aspects: 1. Commenting on the broad goals, vision and mission of the University; 2. A detailed technical evaluation of the programmes (curriculum designs, course structures, course content, etc.) and 3. A major review of the typology based on which the Schools and Centres have been established.

Objectives

The overall objectives of the Mid-Term Review are:

- to assess the progress towards achievement of the stated objectives of AUD;
- to provide recommendations for mid-course corrections and adjustment and alignment of the academic programmes and other programmatic/ administrative initiatives keeping in view the lessons learned.

The specific objectives of the Mid-Term Review are as follows:

- Assess the significant programmatic achievements in terms of key outputs/ outcomes of the academic and other programmatic initiatives undertaken by AUD so far;
- Assess the relevance and appropriateness of the broad academic provisions, academic programmes/ activities as well as of the governance processes, organizational structure, planning processes, infrastructure development, operational and management processes (including financial management), faculty development, student support, research, outreach in the context of their effectiveness in achieving the stated AUD objectives;

- Identify major constraints to the effective implementation of the academic programmes/ activities and other programmatic and administrative initiatives, including specific problem areas resulting from unanticipated circumstances, and suggest strategies/ measures required to facilitate effective implementation of the programmes and the achievement of the stated objectives of AUD;
- Derive major lessons learnt during the implementation of the academic programmes/ activities and other programmatic and administrative initiatives so far and examine how the experiences gained and lessons learned can be used to improve programme planning and management during the next two years;
- To identify strengths and weaknesses of the systems and processes adopted, identify challenges and provide recommendations for mid-course corrections and adjustment and alignment of the academic programmes and other administrative initiatives to be undertaken during the next five years keeping in view the stated objectives of AUD and the constraints identified and lessons learnt so far.

Methodology

Introduction, overview and planning details of the review (2 days); Study of Documents (3 days); Interviewing a sample of members of the university community and students (including current students, graduates and drop-outs) and the major stake holders, Workshops, Discussions (10 days); Writing the various sections and annexures of the report (6 days); Compiling the report, presentation of the draft to the university community, finalizing the report (3 days).

Review Team

Chairperson and non-AUD member of the Court: Professor Deepak Nayyar

Members:

Non-AUD member of the BOM: Dr Kiran Datar

Non-AUD member of the AC : Professor K. Ramachandran

Members from outside AUD: Professor Yogendra Yadav, CSDS, Professor N. Jayaram, TISS

Internal Members: Professor Vijaya Varma, Professor Chandan Mukherjee, Ms Manasi Thapliyal Navani

Total 8 members

A Full Time or a Part Time Research Associate will provide technical assistance to the Review Team: Ms Anindita Chatterjee

The Planning Division will be the location of the Secretariat. AR (Planning) will assist and facilitate the activities of the Review Team.

Time Frame

March- August 2012.

Total Person Days: $24 \times 8 = 192$ staggered over six months.

Annexure B

Schedule of the Meetings of the MTR

B.1 Consultative Workshop of the Mid-Term Review Committee

The Mid-Term Review Committee held consultative workshops during 7-8 May 2012.

On 7 May 2012, the Committee held meetings and discussions with the following:

- Faculty members from the School of Development Studies
- Faculty members from the School of Human Ecology
- A group of Postgraduate, MPhil and PhD students from the School of Development Studies, the School of Human Ecology, the School of Human Studies and the School of Liberal Studies
- Faculty members from the School of Human Studies
- Representatives from the Library and IT Services
- The Registrar and the Controller of Finance
- A group of faculty members from the School of Liberal Studies representing all disciplines in the School
- A group of graduates from the School of Development Studies, the School of Human Ecology and the School of Human Studies.

On the second day of the workshop i.e. 8 May 2012, the Committee met the following:

- The School of Undergraduate Studies (Dean, Programme coordinators and faculty members teaching at SUS)
- A group of students from all the seven undergraduate programmes offered by the School of Undergraduate Studies
- Directors and faculty members of Centres at AUD (the Centre for Community Knowledge, the Centre for Early Childhood Education and Development, the Centre for Social Science Research Methods)
- Faculty members from the School of Education Studies, the School of Business, Public Policy and Social Entrepreneurship & the School of Culture and Creative Expression.

B.2 Mid-Term Review Committee meetings with faculty & staff

Meeting of the Mid-Term Review Committee, 12 June 2012. Venue: CR 3, AUD, Kashmere Gate. The Committee met the following:

- AUD Senior Management
- Senior members of the non-teaching staff
- The Vice Chancellor

Meeting of the Mid-Term Review Committee, 30 July 2012. Venue: CR 3, AUD, Kashmere Gate. The Committee met the following:

- The Controller of Finance
- The Staff Welfare Collective - A forum of faculty members from AUD
- The Vice Chancellor
- The Dean, School of Undergraduate Studies

Annexure C

Fees, Scholarships and Fee Waivers

AUD has established a Fee Waiver Committee to consider applications for waivers from students of the University. The Committee decides the eligibility of a student for fee waiver on the basis of the Income Certificate submitted by the student. Continuation of fee waiver in subsequent Semesters is contingent on the student's attendance and work record. The following is a summary of the Total Fees collected and the amount disbursed as scholarship or fee waiver:

Year	Total Fees Collected (TFC) in Rs.	Amount (% of TFC) disbursed as Scholarships or Fee-waivers
2009-2010	28,34,565	2,36,000 (8.3%)
2010-2011	67,28,785	7,11,500 (10.5%)
2011-2012	1,72,62,315	11,54,300 (6.6%)
Total	2,68,25,665	21,01,800 (7.8%)

- (a) Percentage of cost recovery through fees - 9.7%
 (b) Percentage of fee collected that is used for disbursement of fee waivers, scholarships and other bursaries as the case may be - 7.8%

Number of students awarded fee waivers per semester in different schools and programmes so far for years 2010-11, 2011-12, and monsoon semester of 2012-13:

Year	Fee-Waivers Awarded
2010-11	28
2011-12	115
2012-13	86 ³

³ In the year 2012-13, a total of 94 students had applied, among them 1 applicant did not appear for interview; 1 student did not qualify for admission; 2 were found to be very short on attendance; 1 applicant's stated income was above the norm; and 3 were found to be drawing either JRF or were working professionals (all PhD Scholars). In the monsoon semester of this academic session, 32 students from SUS and 56 students from the postgraduate study programmes were granted fee waivers. While most of the students received a 100% fee waiver, 11 students received 50% and 2 students received 25% fee waiver. This differential was contingent on the regularity in their attendance and course work in the previous semester.

Annexure D

*Admissions and Dropouts***D.1. Data on Dropouts**

Programmes	2009-10			2010-11			2011-12		
	Total enrolled		% Withdrawn	Total enrolled		% Withdrawn	Total enrolled		% Withdrawn
DS	33	4	12	40	14	35	41	8	20
ED	24	11	46	25	8	32	32	13	41
P	43	3	7	41	9	22	56	19	34
GS	-	-	-	12	3	25	19	7	37

DS - Development Studies
 ED - Environment and Development
 P - Psychology
 GS - Gender Studies

D.2. Dropouts in undergraduate and postgraduate programmes in the Monsoon Semester 2012-13

Programmes	Total Admitted	Presently Enrolled	Withdrawals	Rate of Withdrawal (%)
BA Economics	34	29	5	14
BA English	48	35	13	27
BA History	29	24	5	17
BA Sociology	35	28	7	20
BA Psychology	33	25	8	24
BA S.S. & H	28	24	4	14
BA Maths	25	20	5	20
MA Dev Studies	40	29	11	28
MA Env & Dev	38	30	8	21
MA Psychology	45	35	10	22
MA Gender Studies	31	21	10	32
MA English	57	35	22	39
MA Economics	56	40	16	29
MA History	48	39	9	19
MA Sociology	48	29	17	35
MA Education	19	16	3	16
M.B.A SPPSE	35	28	7	20
MA School of CCE	22	17	5	23
MPhil and PhD	45	45	0	0
Total	766	549	165	22

D.3. Dropouts in undergraduate and postgraduate programmes 2011-2012

Programmes	Total enrolled	Currently enrolled	Withdrawn	Rate of Withdrawal (%)
BA Economics	51	44	7	14
BA English	43	35	8	19
BA History	16	10	6	38
BA Sociology	14	11	3	21
BA Psychology	21	20	1	5
BA S.S. & H	29	24	5	17
BA Maths	12	10	2	17
MA English	50	29	21	42
MA Economics	45	42	3	7
MA History	23	18	5	22
MA Sociology	40	30	10	25
Total	344	273	71	21

D.4. Admissions and Dropouts: 2012-2013

Figure 1

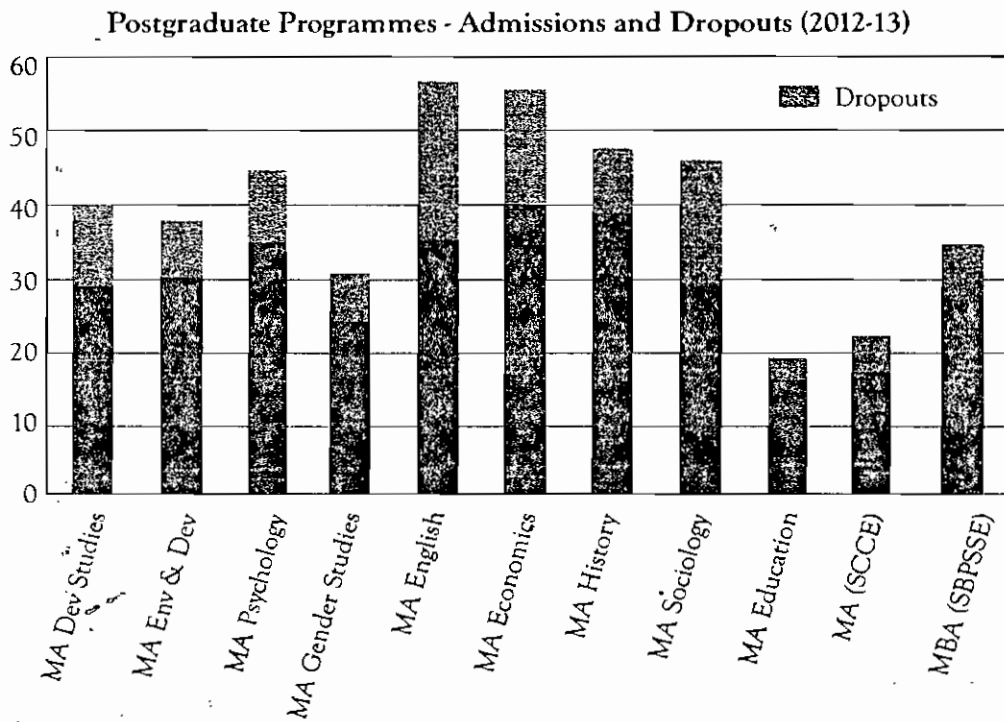
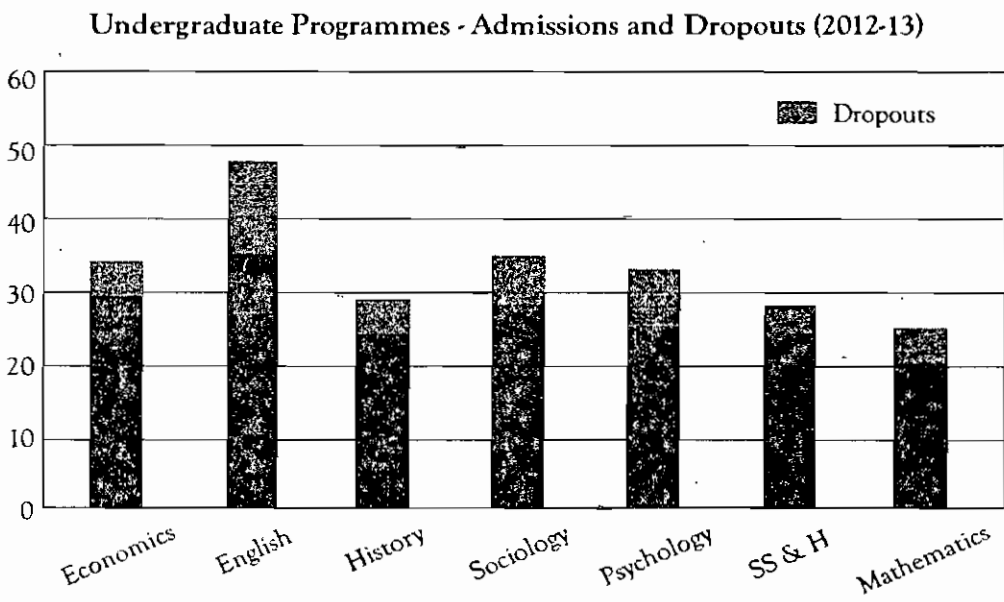


Figure 2



D.5. Admissions and Dropouts: 2011-12

Figure 3

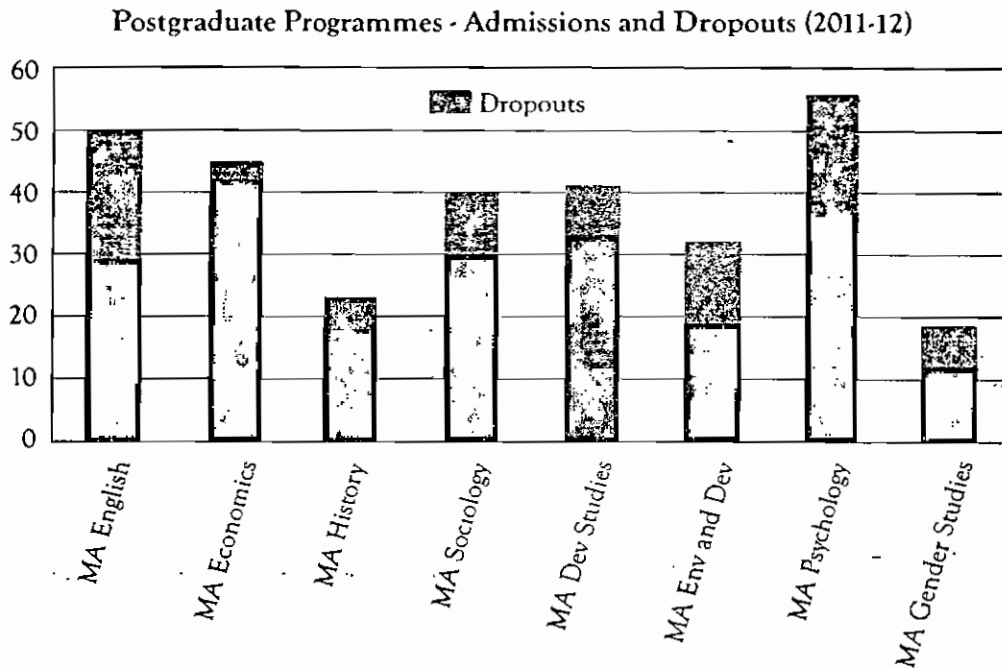
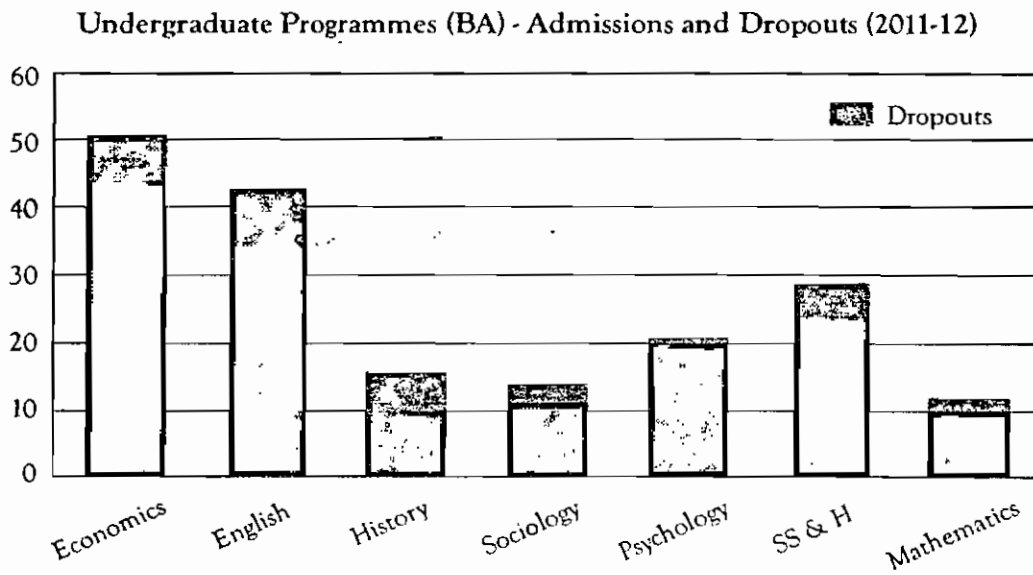


Figure 4



Annexure E

Language Survey

E.1 Survey Proforma

Language Survey for students (SUS, AUD)

Name: _____ Phone : _____

Course : _____ Email : _____

Major: _____ Semester : _____

Mother Tongue: _____ Language normally spoken at home: _____

Name of school last attended: _____ School Board: _____

How do you use English at Home? (Please mark the appropriate box ☒)☐ Yes, English mixed with Hindi. With whom do you normally talk in English at home? _____☐ Yes, Largely English. With whom do you normally talk in English at home? _____☐ No, the language I use at home is _____

Medium of Instruction: Primary level: _____ Middle: _____ (10+2): _____

Proficiency in other languages (specify the language, for the other columns use ☒)

Language	Reading	Writing	Speaking

Do you read in Hindi? ☐ Yes ☐ No

Which was the last text (e.g. books, novels etc.) you read in Hindi, and when? _____

Thank you!

E.2 Language Survey Findings:

The above questionnaire was circulated among the 1st semester students of SUS admitted in (2012-13) to find out the linguistic diversity among the students of AUD in its undergraduate programmes. Information collated from the responses is presented below:

Total number of students covered in the survey: 138 out of 185 admitted to BA programmes

Male = 60, Female = 78

School Profile of students

From Government schools 37

From Private schools 101

School Board

Board	Number of students
CBSE	119
State	12
Others (NIOS, etc)	6
Foreign student	1

Mother Tongue

Mother Tongue	Number of students
Hindi	115
Punjabi	4
Bangla	6
Kannada	1
Sindhi	1
Malayalam	5
Tamil	2
Bhojpuri	1
Kuki, Kashmiri, Bodo	1 each

Medium of Instruction (Primary/Middle/Secondary and Senior Secondary)

EEE (English at all three levels of schooling)	HHH (Hindi at all three levels of schooling)	EEH, HHE, EEH, EHE combinations	English only in high school	Total
106	15	14	3	138

Self-Stated Proficiency of Students in Different Languages

Hindi (Reading, writing and speaking)	English (Reading, writing and speaking)	Can speak Hindi only	Can read and speak Hindi but can't write	Punjabi (Speaking only)	Punjabi (Reading/Writing/Speaking)
109	117	8	4	5	2

Reading Preferences of Students: Students who state that they read in Hindi: 75, Students who do not read anything in Hindi: 46, Students who have read only their school Hindi language subject textbooks in Hindi: 98, Students who read Hindi in other forms (except textbooks) = 22⁴, Students who use some English at home: 104

Of the 138 students, those who use English at home, converse in English with:

Siblings	44
Parents	32
Parents and siblings/friends	28

Language that students from non-English speaking families use

Hindi	24
Other	6
Total from Non English speaking households	30

⁴Largely books by Munshi Premchand, in particular Godan was mentioned; Some among these 22 referred to reading Hindi Newspaper, comics and Sparsh

Annexure F

Faculty Workload**A preliminary investigation (30 July 2012)**

Sample: Faculty of the Schools of Development Studies, Human Ecology, and the faculty team for MA & BA in Economics (in the School of Liberal Studies.)

Respondents: 14 (4 + 5 + 5)

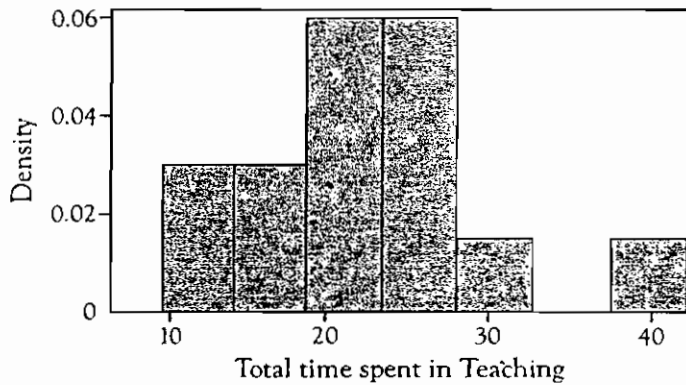
Norms used: Preparation: 2hr per 1 hr lecture

Grading: 0.5hrs per assessment

Course administration: 2 hrs per week

The following were not included:

- (a) Coordination and supervision of Internships, Course related field studies,
- (b) Contact hours and assessment time for Dissertation;
- (c) Committee work at the Programme, School and University levels

Bar chart showing distribution of faculty workload (hours)

Statistics (hours)	Teaching	Assessment & Administration	Total
Minimum	4.0	5.0	9.4
Lower Quartile	6.4	10.0	15.5
Median	7.3	15.6	22.2
Mean	7.7	15.0	22.6
Upper Quartile	8.8	17.7	25.8
Maximum	14.3	27.8	42.2

Faculty Workload Survey

Name	entries	teach	assess	total	pct	sct	uct	total avg	teach avg	assess avg
Assistant Prof SLS/SUS	2	108	248	356	2	4	0	22.3	6.8	15.5
Assistant Prof SDS	4	108	278	386	5	0	0	24.1	6.8	17.4
Associate Prof SHE/SDS/ SLS/SUS	7	125	203	328	2	3	4	20.5	7.8	12.7
Associate Prof SLS/SUS	4	230	445	675	na	na	na	42.2	14.3	27.8
Associate Prof SHE	3	72	79	151	3	3	0	9.4	4.5	4.9
Assistant Prof SHE/SUS	4	72	159	231	1	1	2	14.4	4.5	9.9
Assistant Prof SUS/SDS	6	127	283	410	0	3	2	25.6	7.9	17.7
Assistant Prof SLS/SUS	3	108	233	341	0	0	0	21.3	6.8	14.6
Assistant Prof SLS/SUS/ SDS/SHE	3	144	268	412	6	7	6	25.8	9.0	16.8
Associate Prof SLS/SUS	1	63	150	213	0	0	0	13.3	3.9	9.4
Assistant Prof SHE/SUS	5	141	107	248	0	4	7	15.5	8.9	6.7
Associate Prof SDS	4	140	305	445	0	0	0	27.8	8.8	19.1
Associate Prof SDS/SUS/ SLS	2	102	252	354	na	na	na	22.1	6.4	15.8
Associate Prof SLS/SUS	4	175	330	505	2	2	3	31.6	10.9	20.6

Abbreviations used

entries	Number of courses considered
reach	Total Teaching hours including Tutorial/Contact hours
assess	Total Time spent on preparation, assessment, course administration based on norms
total	Total of above two items
pct	Participation in Programme level committees
sct	Participation in School level committees
uct	Participation in University level committees
totalavg	Average per week (total/16)
teachavg	Average per week (total/16)
assesavg	Average per week (total/16)

Annexure F

Faculty Research

G.1 Summary of Data on Research Output of Faculty Members

Table 1- School-wise rates of publication

School	No. of faculty members	Current rate of publication (per person / year)	Rate of publication per person per year in 3 year prior to joining AUD
SDS	8	0.14	0.54
SHE	7	0.53	1.14
SHS	19	0.2	0.43
SLS	40	0.48	0.82

Current rate of publication obtained by dividing the total number of publications by total number of person years as different faculty members joined AUD at different points in time.

G.2 Table 2- School wise sites of Publication

School	Site of Publication	
	Journal	Book/Book Chapter
SDS	Journal of Entrepreneurship	Routledge
SHE	• Biological Conservation • Philosophical Transactions of the Royal Society B • EPW • African Studies Quarterly	• Permanent Black • Palgrave Macmillan • OUP, New Delhi
SHS	Rethinking Marxism- A journal of Economics, Culture and Society	• Karnac Books • Indian Council of Philosophical Research • Worldview Press, New Delhi • Routledge
SLS	• Samsamyik Srijan Journal • Vangya Yatra	• Pearson • Popular Prakashan • National Publishing House, Jaipur • Manak Publication, New Delhi • Jacana Press Johannesburg • Zubaan, New Delhi • Haranand Publication • University of Ottawa Press

G.3 Table 3 - Complete list of publications post AUD

School	Publications
SDS	Dhar, Ivy (2011). "Assam through the prism of reorganisation experience" in Sudha Pai and Asha Sarangi (ed) <i>Interrogating States reorganization: Culture, Identity and Politics in Contemporary India</i> . New Delhi: Routledge
	Sengupta, Anirban (2011). "Network strategy and access to business finance: Indian entrepreneurs in ICT industry". <i>Journal of Entrepreneurship</i> 20 (1):103-126
SHE	Shahabuddin, Ghazala (2010). <i>Conservation at the crossroads: Science, Society and the Future of India's Wildlife</i> . Delhi: Permanent Black
	Shahabuddin, Ghazala (2010). "How good are managed forests at conserving native woodpecker communities? A study in sub-Himalayan Dipterocarp forests of northwest India". <i>Biological Conservation</i> 144(6): 1876-1884
	Shahabuddin, Ghazala (2010). "Do community-conserved areas effectively conserve biodiversity? Global insights and the Indian context". <i>Biological Conservation</i> 143: 2926-2936
	Babu, Suresh (co-authored) (2012) "Discovery of a new family of amphibians from Northeast India with ancient links to Africa". <i>Philosophical Transactions of the Royal Society B</i> . DOI: 10.1098/rspb.2012.0150
	Negi, Rohit (2011). "Understanding Somali piracy: Globalisation, Sovereignty and Justice". <i>Economic and Political Weekly</i> , June 18-24: 35-37.
	Negi, Rohit (2011). "Mining Boom, Capital and Chiefs in the 'New Copperbelt'" in A Fraser and M Larmer (ed) <i>Zambia, mining and neoliberalism: boom and bust on the globalized copperbelt</i> . New York: Palgrave-McMillan
	Negi, Rohit (2011). "The micropolitics of mining and development in Zambia: Insights from the Northwestern Province". <i>African Studies Quarterly</i> 12 (2): 27-44.
	Singh, Praveen (2011): "Flood control in North Bihar: An environmental history from the 'Ground-Level' (1850-1954)" in Deepak Kumar, V Damodaran & Rohan D'Souza (eds.) <i>The British Empire and the Natural World: Environmental Encounters in South Asia</i> . New Delhi: OUP
SHS	Nagpal, A (2011). "A Hindu Reading of Freud's 'Beyond the Pleasure Principle' in Akhtar and M. Kay O' Neill (ed) <i>On Freud's 'Beyond the Pleasure' Principle</i> . Karnac Books
	Oberoi, Honey (2012). "From wild grasslands to nurtured gardens: The inward journey in Buddhism, Psychoanalysis and Engaged Social Activism". <i>Culture and Psychoanalysis</i> . Indian Council of Philosophical Research
	Dhar, Anup (co-authored) (2012). <i>World of the Third and Global Capitalism</i> . New Delhi: Worldview Press
	Dhar, Anup (2012). "The Educated Subject" in Ranabir Samaddar and Suhit. K. Sen (ed) <i>New Subjects and New Governance in India</i> . London, New York and New Delhi: Routledge, 329-375.
	Dhar, Anup (2012). "Gravel in the Shoe: Nationalism and World of the Third". <i>Rethinking Marxism: A Journal of Economics, Culture and Society</i> , 24(1), New York and London: Routledge

SLS	Misra, Salil (2011) "Emergence of Communalism in Modern India" in K.N.Panikkar (ed.) <i>Perspectives on Modern Indian History</i> . Mumbai: Popular Prakashan
	Misra, Salil (co-authored) (2011) "Teaching of Social Sciences: History, Context, Challenges" in Vandana Saxena (ed.) <i>Contemporary Trends in Education: A Handbook for Educator</i> . New Delhi: Pearson
	Leighton, Denys (2012) " 'Comparativism' and Modern Indian Philosophy: Explaining the Career of Sarvepalli Radhakrishnan" in Will Sweet (ed.), <i>Migrating Texts and Traditions</i> . Ottawa: University of Ottawa Press
	Pradhan, Gopalji (2011). <i>Lokpriya Sanskriti ka Dvandwatmak Samajshastra</i> (of book translated from English). Sanskritik Sankul
	Sankrit, Satyaketu (2011). "Rag Darbari: Shaikchik Parishat Ka Sunami" in Prem Janmejai (ed) <i>Shrilal Shukla-vichar, vishleshan evam jivan</i> . Jaipur: National Publishing House (53-60)
	Sankrit, Satyaketu (2012). "Aaj Ka Yuva Kavi". <i>Samsamyik Srijan Journal</i> . New Delhi, Jan-Mar
	Sankrit, Satyaketu (2012). "Harishankar Parsai Ka Sach". <i>Vangya Yatra</i> . New Delhi, Jan-Mar
	Mir, Urfat Anjem (co-authored) (2012) "Dealing with dilemma: Role of ethics and subjectivity in doing fieldwork on violence in one's own culture" in U Kalpagam (Ed.) <i>Ethics, Health and Medicine: Anthropological Perspectives</i> . New Delhi: Manak Publications (152-172)
	Nire, Dhiraj (co-ed) (2012) <i>Mining Faces: An Oral History of Work on the Gold and Coal Mines in South Africa, 1951-2011</i> . Johannesburg: Jacana Press
	Sen, Rukmini (2012). "'Neutral' Laws or 'Moral' Codes: Controlling and Recreating Sexualities/Intimacies" in Pilot, Sara and Prabhu, Lora (ed.) <i>The Fear That Stalks: Gender Based Violence in Public Spaces</i> . New Delhi : Zubaan Publications
	Sen, Rukmini (2012). "Democracy and Gender: Contradiction between the Liberal and the Submissive Image of Women" in Basu, Partha Pratim et al (ed.) <i>Democracy and Democratization in the 21st Century</i> . New Delhi: Har Anand Publications Private Limited (109-131)

G.4 Table 4 - Publications from SDS, SHE, SHS

	No. of faculty	No. in 3 yrs. prior to AUD				Rate (pa/person)	No. since joining AUD				Rate (pa/person)
		Journal Art	Book Chap	Book	Total		Journal Art	Bk Chap	Book	Total	
SDS											
Professor	1	2		0	2	0.67	0	0	0	0	0
Asso Prof	2	2	4	0	6	1	0	0	0	0	0
Asst Prof	4	2	2	1	5	0.41	1	1	0	2	0.25
AF/RA	1	0	0	0	0	0	0	0	0	0	0
Total SDS	8	6	6	1	13	0.54	1	1	0	2	0.14
SHE											
Asso Prof	2	2	1	0	3	0.5	2	0	1	3	0.6
Asst Prof	4	8	12	1	21	1.75	3	2	0	5	0.55
AF/RA	1	0	0	0	0	0	0	0	0	0	0
Total SHE	7	10	13	1	24	1.14	5	2	1	8	0.53
SHS											
Professor	2	2	2	1	5	0.83	0	2	0	2	0.4
Asso Prof	2	7	4	2	13	2.16	3	1	1	5	2.5
Asst Prof	12	4	2	1	7	0.19	0	0	0	0	0
AF/RA	3	0	0	0	0	0	0	0	0	0	0
Total SHS	19	13	8	4	25	0.43	3	3	1	7	0.2

Annexure H
Research Grants and Utilisation

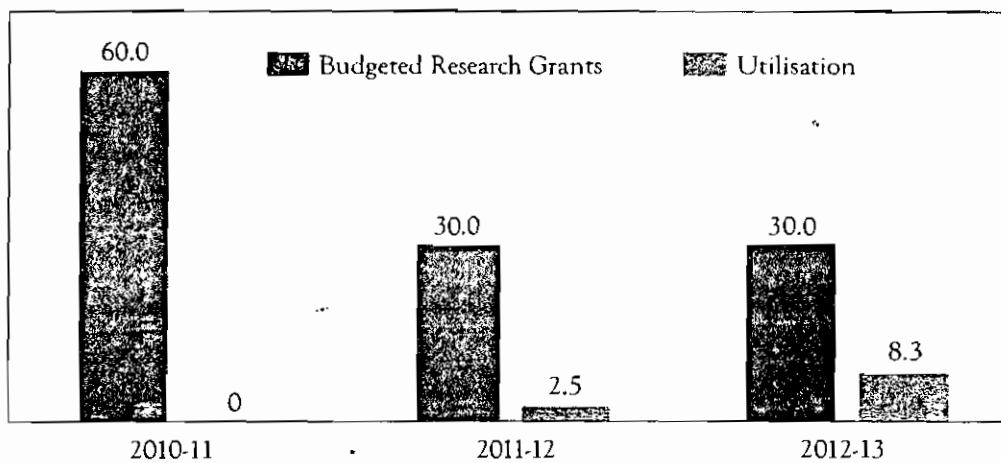
H.1. Research grants utilisation at AUD

Sl. No.	Name of Faculty Member/ Principal Investigator	Title of Project	Amount Sanctioned	Date of Commencement/ Duration of Project	Founded by	Status
1.	Prof. Geetha Venkataraman SUS	Creating a manuscript related to Mathematics for Liberal Arts Students	2,49,800/-	15-04-2011/ 15 Months	AUD	In progress
2.	Dr. Asmita Kabra Associate Professor, SHE	Evolution of post-resettlement livelihood strategies among a community affected by conservation-induced displacement: A study of the Sahariya of Madhya Pradesh	1,97,000/-	01-03-2012/ 18 months	AUD	In progress
3.	Dr. Radhika Govinda Assistant Professor, SHS	Gender and Identity Politics in Urban Renewal in Delhi: Changing Dynamics of Life and Livelihood Lal Dora Villages	2,38,650/-	01-03-2012/ 08 months	AUD	In progress
4.	Dr. Ghazala Shahbuddin Associate Professor, SHE	When People work for Forests: Re-examining Community Forestry with a Biological Lens in the Central Himalayas, India	1,34,800/-	06 months	AUD	Proposal in process
5.	Dr. K. Valentina Dr. T. Mukherjee & Dr. A. Gupta (Assistant Professor, SBPPSE)	Entrepreneurial Ventures; Interface with Local Communities	2,60,000/-	07 months	AUD	Proposal approved

Shilpa
13/6/12

H.2. Budgeted Research Grants and Utilisation (as on 15 June 2012)

Budgeted Research Grants at AUD & Utilisation (in Rs. Lakh)



Annexure 1

*Student Evaluation of Courses***Template 1**

(Used by the Schools of Development Studies and Human Ecology with some variation)

Anonymous Evaluation by Students

Batch (tick appropriate batch): 2009-10/2010-11

Semester (tick appropriate semester): Second/Fourth

Course:

Scale: Please rank in the following order: 1-Worst to 5-Best

Feedback on the Course

	1	2	3	4	5
How well were the course objectives and course contents explained?					
How well was the assessment method explained?					
How would you rank the content & coverage, given the course objectives?					
Rank the course readings based on the following criteria: a) Recommended List of readings b) Distributed study material					
How well did the course balance between theory & application?					
Rank the course on the basis of learning achieved: a) Understanding of relevant concepts & theories b) How to do critical thinking c) How to apply theory d) Professional development					
Assessment Process: a) How relevant were the assessments to the course objectives? b) Did the timing of the assessments leave you with enough time to learn and absorb?					

General:					
a) Coherence between modules/components of the course					
b) Organization in respect of distribution of material, time table, announcements					
c) Overall quality of the course					
Infrastructure:					
a) To what extent were library resources available for the course?					
b) To what extent was the computer lab available/useful?					
c) To what extent was the classroom well equipped for the course (space, facilities, comfort)?					

Feedback on Instructors

Instructor 1:

Preparedness for lectures					
Clarity in presentation					
Teaching method					
Classroom discussion					
Recommended readings					
Study Material					
Availability for consultation					
Coherence between classes, readings and assignments					
Overall quality					

Please submit detailed comments that you may have

Template 2

(Used by the Schools of Undergraduate Studies and Liberal Studies with some variation)_____

Course Title/Code: _____

Course Instructor(s): _____

Date of evaluation: _____

Clearly mark by checking (☒) appropriate boxes below.

1. How well were the *objectives or purposes* of the course explained?
☐ Very well ☐ Moderately well ☐ Not very well
2. Were *student responsibilities* (e.g., assignments, due dates) for the course made clear?
☐ Yes ☐ No
3. How well were *teaching modules and course material* organized?
☐ Very well ☐ Moderately well ☐ Not very well
4. Teacher(s) was/were generally . . .
☐ well prepared ☐ adequately prepared ☐ not well prepared
5. How were readings, study materials and assignments *related* to course lectures and other learning situations? They were . . .
☐ closely related ☐ somewhat-related ☐ not closely related
6. Did the teachers make themselves accessible and available to students?
☐ Yes ☐ No
7. How would you rate—overall—the quality of this *course*?
☐ Excellent ☐ Good ☐ Fair ☐ Poor
8. How would you rate—overall—the quality of teaching and guidance in this course? (With reference to a team-taught course, observations about individual teachers, modules, topics etc. can be given in items 12 + 13 below.)
☐ Excellent ☐ Good ☐ Fair ☐ Poor
9. Estimate *your actual class attendance and participation level in required learning activities* of this course.
☐ 90 – 100% ☐ 70 – 90% ☐ 40 – 70% ☐ <40%
☐ Don't know; can't say!
10. How many hours did you spend *outside of scheduled class time* (or supervised lab time, etc.) preparing for and doing the work of this course?
☐ Average 0-2 hours per week ☐ Average 3-4 hours per week
☐ Average 5-6 hours per week ☐ Average 7-8 hours per week
☐ Average >9 hours per week.

11. Do you feel that the *grades you have received* on assignments and assessment exercises reflect your effort and understanding of what was taught?
☐ Yes: my grades in the course *accurately reflect* my efforts.
☐ My grades in the course *reflect to some extent* my own efforts.
☐ No: I see *no relationship between* my grades and my efforts.
12. Which aspects of the course did you find especially interesting, useful or valuable? (Please identify specific readings/study materials, presentations/lectures, assessment exercises, course activities, etc.)
13. What would you do *to improve* this course? (Be specific and offer constructive criticism and suggestions that course instructors can act upon.)

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. A small, dark mark or smudge is present near the top center of the page. The paper appears to be from a notebook or a set of legal pads.

Notes

Blank lined paper for writing.

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Appendix-19
Resol. No. 29/BOM(13)/11.02.2013

Resolved to approve the conversion of tenurial appointment of Director (IT Services) & Librarian into regular appointment

As per the Datar Committee Report (duly approved by Board of Management) the appointment of Director (IT Services) and Librarian were made as tenurial appointments for a period of 5 years in PB-4 Rs.37400-67000/- plus Grade Pay of Rs.10,000/-. Accordingly, these appointments were made on deputation/tenure basis for a period of 5 years.

It is seen that in other Universities, such appointments are of a regular nature. This helps to sustain and strengthen both Information Technology Division and Library. This is also relevant in case of AUD, in view of the fact that this is a new University and requires the leadership of regular division heads for sustaining a robust future growth of the University, since the IT Division and Library are two important interfaces of any University system. A tenurial appointment (for 5 years) would actually lead to discontinuities in these two divisions at this critical juncture.

It is also seen that the two divisions are interwoven in contemporary times where scholarship and its various databases require a multi-modal connectivity that can only be accomplished if there is continuity by way of regular incumbents in both these posts. This will serve as a hub to provide computer related services and connectivity to all Divisions/Schools/Centres in future AUD campuses.

In view of the above, it is proposed to convert 5 year tenurial appointments into regular appointments for the posts of Director (IT Services) and Librarian. These posts will be filled up after following due process of selection.

Appendix-20

Resol. No. 30/BOM(13)/11.02.2013

Depositing an amount of Rs. 83,940/- + interest as TDS to the Income Tax Department

Tax Deduction at Source demand notice of Rs. 83,710/- under 24Q and Rs. 230/- under 26Q for the Financial Year 2008-09 were received from Income Tax Department. On scrutiny, it has been noticed that these demands raised by Income Tax was against PAN No. ABGPS1815C, which pertains to Shri C.M. Sharma, the then Advisor (Finance) of the Ambedkar University, Delhi and former Chief Controller of Accounts, GNCTD.

It is seen on the NSDL website that these two challans are relating to payment of TDS amount. However, when verified from the records available in the University for the said period, these challans were not found nor are their records or evidence of such TDS deductions having been deposited in the Bank.

As a follow up action, Shri Sharma was requested to explain the apparent discrepancies and also to clarify whether the said amount was made good while filing his income tax return, so that the same could be presented as evidence to the income tax authorities as tax having been paid. The deadline given to him in view of the urgency has since been expired with no reply having been received from him.

To settle the above issue, this University has no option but to actually deposit an amount of Rs. 83,940/- + interest to Income Tax Department towards TDS in respect of Shri C.M. Sharma for the financial year 2008-2009.

In view of the above, permission is sought on this along with guidance from the Board of Management on further course of action viz-a-vis Shri Sharma, to whom this University has no hold.

Appendix-21

Resol. No. 31/BOM(13)/11.02.2013

Resolved to approve the appointment of Pro Vice-Chancellor as per the recommendation of the Search Committee

1. As per Statute 6(1) of our University "every Pro Vice-Chancellor shall be appointed by the Board of Management on the recommendation of a search committee consisting of the Vice Chancellor of the University, a nominee of the University Grants Commission and the Secretary (Higher Education) to Government".
2. The University Grants Commission vide letter no F.13-1/2010(CPP-II) dated 21 December 2012 nominated Professor Pulin B Nayak as its nominee for the Search Committee.
3. The Search Committee comprising the Vice Chancellor, the nominee of the UGC and the Principal Secretary (Higher Education), Government of NCT of Delhi met on 9 January 2013.
4. The minutes of the Search Committee is enclosed.

Ambedkar University Delhi

The Search Committee under Statute 6 (1) for the position of Pro-Vice Chancellor met at on Wednesday, the 9th of January 2013 at 12 noon at the India International Centre Annex Committee Room 1. The following members participated:

Professor Shyam Menon, Vice Chancellor
 Professor Pulin Nayak, Nominee of the University Grants Commission
 Shri Lalma Sawma, Principal Secretary (Higher Education),
 Government of NCT of Delhi

The Search Committee studied the relevant clauses of the Act and the Statutes and deliberated on the responsibilities of Pro Vice Chancellor as stipulated under the Statutes. The Committee further reflected on the critical role that the Pro Vice Chancellor will be called upon to play at the time of transition given that the present Vice Chancellor's term is ending later this year.

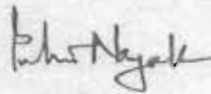
The Search Committee considered names of possible candidates for the position, from within the University and outside.

After due deliberations, the Search Committee resolved to recommend the following name for the consideration of the Board of Management for appointment as Pro Vice Chancellor:

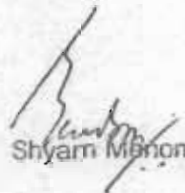
Professor Chandan Mukherjee



Lalmalsawma



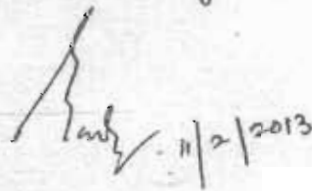
Pulin Nayak



Shyam Menon

9 January 2013

This was approved by the Board of Management in its meeting held on the 11th February 2013. This may be notified:



11/2/2013

Regd. Secy.

B.

Sr. Secy.

Office of the Vice-Chancellor
Dr. No. 1698
Date 11/02/13