

# Chapter 1

## Vision, Mission, Objectives & SWOT Analysis



### Genesis of the University:

- Prime Minister in his address to the nation on August 15, 2007, announced the establishment of a Central University in each of the states that did not have a central university so far. Subsequently, 11th Five-Year Plan, inter alia, provided for the establishment of 16 new Central Universities.
- Accordingly, the Central Universities Act 2009 (No. 25 of 2009) of Indian Parliament, which received Presidential assent on 20th March 2009, provided for the establishment of Central University of Himachal Pradesh amongst others.
- The first Vice Chancellor of the Central University of Himachal Pradesh assumed charge on 20th January 2010.

### Location of the University:

- *Headquarters of the University:*  
Headquarters of the University shall be located in Dharamshala, District Kangra, Himachal Pradesh.
- *Permanent Campuses:*  
The State Government has offered two sites for the establishment of the University, at Dehra and Dharamshala, both in the Kangra District of Himachal Pradesh.
  - The nearest airport is Gaggal which is about 20 minutes away from Dharamshala while Dehra is an hour's drive. Nearest major railway station is

Pathankot, from where Dharamshala is two hours' drive while Dehra takes over three hours.

- Dehra can also be reached via Chandigarh which takes about four hours by road. Report of the Central Site Selection Committee has been accepted by the Government of India.
- Accordingly, the Headquarters of the University will be located in Dharamshala and the University will have twin campuses:
- **Beas Campus:** Located in Dehra, this campus will have bulk of the infrastructure accommodating 70-80 percent of the academic activities and infrastructure.
- **Dhauladhar Campus:** Located in Dharamshala, this campus will house 20-30 percent of the academic activities and infrastructure.
- *Temporary Campus:*  
Camp Office of the University
  - Office of the University has become functional from temporary/camp office located at Sanskriti Sadan (Writers' Home), Dharamshala.
- Temporary Academic Block (TAB)
  - State Government has agreed to allot a new Government College Building at Shahpur, about 28 Km from Dharamshala.
  - Search is on for suitable residential accommodation for students, faculty and staff, for it is considered necessary to attract quality faculty and talented students.

### **Territorial Jurisdiction:**

- Territorial Jurisdiction of the University, as per the Central Universities Act 2009, extends to the whole state of Himachal Pradesh.

### **Vision of the University:**

The Central University of Himachal Pradesh strives for Inclusive Access & Excellence in Higher Education and Research to emerge as premier university of the country at par with the best universities of the world in terms of programme offerings, curricular framework, pedagogy, research, publications and integration with the world of work.

In pursuit of the above Vision, the Central University of Himachal Pradesh shall:

- In recognition to the fact that each individual learner is uniquely endowed, provide her/him opportunities to choose her/his own pathways and pace of learning so as to enable the learners to excel in their pursuit of higher education:
- offer Multi-disciplinary Programmes of Study at Undergraduate, Postgraduate and Research Degree Levels designed on the Comprehensive Choice Based Credit System.
- have a fully evolved semester system based on Comprehensive Continuous Internal Assessment so as to incorporate a highly research based pedagogy
- develop innovative Curricular Framework aimed at knowledge, skill and aptitude based application-oriented higher education and research.
- benchmark its curricular framework, pedagogical practices, infrastructure, physical facilities, governance policies and administrative practices against the best universities of the world.
- follow a Means-Blind Admission Policy in order to attract the most meritorious students so as to offer equitable access to all belonging to different sections and strata of the society.

### **Mission of the University:**

- The Central University of Himachal Pradesh with territorial jurisdiction over the whole state of Himachal Pradesh in India, will be global in outlook but grounded in local tradition and culture.
- The University shall strive to achieve excellence in higher education by offering most relevant, up-to-date, multi-disciplinary programmes of study required for the present and future development and nation-building.
- The University will have a global outlook and international orientation to its programmes and services and will adopt a holistic approach to higher education wherein total students' efforts in terms of commitment to contact hours, peer-group learning, self-learning, work experience, individual initiatives, group work and self-actualisation by harnessing their latent talents, are all taken into account in the assessment of students.
- University will inculcate and nurture a culture of performance. Dedicated faculty and staff of the University will shape up the new generations of students to take up the mantle from the present generation. Progressive, democratic and secular outlook, commitment, dedication, diligence and devotion to duty shall characterise the ethos of the University.
- The University will be a symbiosis of world of knowledge and world of work with devotion to human values that will form the bedrock of pedagogical practice of the University. It will aim at a high degree of integration with the world of work through high quality research, publication, consultancy, industrial linkages and would create conditions to attract the most meritorious students not only from within the country but also from abroad.

- The University will proactively work to attract a diverse student population by resorting to means-blind admission policy to promote merit and through affirmative action lead to inclusive access to excellence in higher education.
- The University will aim at attracting the best and most eminent faculty recruited through multiple modes - full time, adjunct, chair professorship, scholar-in-residence, part-time, visiting, guest, and invited lectures.
- The University will have world class facilities and infrastructure and will benchmark each of its activities with the best Universities of the world and will provide policy framework, working conditions, work ethics, service, work culture and services that promote welfare of all stakeholders - the students, the faculty, staff and society at large.
- Residential in character, programmes of study offered by the University will be multi-disciplinary, modular, based on a fully evolved choice based credit system with comprehensive continuous internal assessment.
- University will adopt a pedagogy which recognises that each individual learner is unique in abilities, talent, dedication, commitment, devotion and in her/his approach to life and that each one will have to be provided opportunity to blossom at her/his own pace and in her/his own unique way.
- The University will organise its academic activities so as to create conditions for focussed attention to the development of specific discipline and advancement of knowledge through cross-fertilisation of ideas and by bringing together a cross section of disciplines.
- The University will have a wide variety of Schools of Study representing all domains of higher learning and thereby offering a wide variety of academic programmes at all levels of higher education across academic and professional disciplines in a modular-curricular framework and multi-disciplinary mode benchmarked with the best global practices.
- Each School of the University would be designed as autonomous within the framework of the Central Universities Act 2009 so as to fully empower the Deans to design, develop and offer courses in their chosen areas of specialisation and to take up research and consultancy activities within the broad philosophy and framework of the University.
- With a view to focus on the basics, Departments of Study of the University will be organised around specific domain of knowledge and discipline areas. Programmes of Study would, however, be multi-disciplinary as the students will have the freedom to register for courses (papers) offered by various Departments of Studies.
- In order to promote multi-disciplinary research, each School of the University will also have Specialised Centres to undertake multi-disciplinary research and curricula development activities.
- Equipped with research and computational facilities, these centres would provide physical and intellectual space to engage on a chosen theme of research. Based on the specific proposals, a select number of faculty members of the University may be placed in these centres in an internal sabbatical type of arrangement.
- The University will also have a Senior Secondary School affiliated to the Central Board of Secondary Education to provide for excellent schooling to the children of the faculty, staff and neighbourhood.
- The University will also network with neighbouring schools and engage in capacity building of their students so as to serve as the feeder for the admissions in the

University.

- The University will adopt development and operational strategy that promotes self-sufficiency and self-reliance and fosters academic, administrative and financial autonomy to perpetuate a culture of performance linked with self-accountability.
- The University will be attaining an enrolment size of 10,000 students and 1000 faculty across different Schools of Studies over a time span of 10 years.

#### **Objectives of the University:**

Objectives of the University as given in the Central Universities Act 2009 are as under:

- To disseminate and advance knowledge by providing instructional and research facilities in such branches of learning as it may deem fit.
- To make special provisions for integrated courses in humanities, social sciences, sciences and technology in its educational programmes.
- To take appropriate measures for promoting innovations in teaching-learning process and inter-disciplinary studies and research.
- To educate and train manpower for the development of the country.
- To establish linkages with industries for the promotion of science and technology.
- To pay special attention to the improvement of social and economic conditions and welfare of the people, their intellectual, academic and cultural development.

#### **Salient Features of the University:**

The Central Universities Act 2009 mandates the following salient features of the University:

- The University shall be open to persons of either sex and of whatever caste, creed, race, or class and it shall not be lawful for the University to impose on any person, any test whatsoever of religious belief or profession in order to entitle her/him to be appointed as a teacher of the University or to hold any

other office therein or to be admitted as a student in the University or to graduate thereat or to enjoy or exercise any privilege thereof.

- It may make special provisions for the employment or admission of women, persons with disabilities or of persons belonging to the weaker sections of the society, and, in particular, of the Scheduled Caste, the Scheduled Tribe and the other socially and educationally backward classes of citizens: provided further that no such special provision shall be made on the ground of domicile.
- It shall be the endeavour of the University to maintain an all-India character and high standards of teaching and research, and the University shall, among other measures which may be necessary for the said purpose, take, in particular, the following measures:
  - Admission of students shall be made on all-India basis strictly on merit adjudged either through Common Entrance Tests conducted individually by the University or in combination with other Universities, or on the basis of marks obtained in the qualifying examination in such courses where the intake of students is small.
  - Recruitment of faculty shall be made on all-India basis and Inter-university mobility of faculty, with portable pensions and protection of seniority, shall be encouraged.
  - Semester system, continuous evaluation and choice-based credit system shall be introduced and the university shall enter into agreement with other universities and academic institutions for credit transfer and joint degree programmes.
  - Innovative courses and programmes of study shall be introduced with provision for periodic review and restructuring.
  - Active participation of students shall be ensured in all academic activities of the

university including evaluation of teachers.

- Accreditation shall be obtained from the National Assessment and Accreditation Council or any other accrediting agency at the national level.
- E-governance shall be introduced with an effective management information system.

**Action Plan:**

In order to fulfil, in letter and intent, the promise made to the nation in setting up this university, we intend to undertake, on priority basis and in a time bound manner, the following:

- designing of academic architecture, curricular framework, schools, departments and centres of studies, programmes of study, admission policy, examination system, fee policy, such as to make a world class university promoting innovation and excellence
- planning and designing of the physical architecture and development of physical infrastructure required for the realisation of the vision, mission and achievement of the objectives of the University
- strategising policies for attracting, nurturing and retaining talent and putting in place quality faculty and committed human resources required for translating into action the vision, mission and objectives of the university leading to excellence in teaching, research, publication, consultancy, patents and intellectual property
- framing of Statutes, Ordinances and Regulations for giving effect to the policies and plans and operations of the University so as to formalise and systematise the strategies, policies and operative mechanism that promotes functional autonomy, performance orientation and self-accountability
- devising strategies and plans for accessing adequate funding with assured flow of resources for unhindered and fast-tracked development of the required infrastructure

and autonomous functioning of the academic and administrative activities of the university

- networking and collaborating with institutions of global repute in the areas of curricula development, students and faculty exchange, collaborative research, knowledge sharing and knowledge development

In order to kick-start some academic activities, pending the development of full-fledged infrastructure and full-throated launch of academic programmes, the University plans to initiate the following :

- setting up temporary and camp offices of the university to kick start the planning and development works
- getting the university authorities, as provided in the Act and Statutes of the University, constituted and organising meetings of these authorities to seek their guidance and approvals for academic, administrative, financial and development proposals
- initiating the process of getting the statutory officers (first Registrar and first Finance Officer) of the University appointed
- identifying and taking over temporary suitable institutional infrastructure for starting the planned academic activities of the University
- identifying at least 5 major academic programmes in the areas that are high in demand but are low in supply in quality, at least in the public universities. The choice of the programme shall be guided by the consideration of its immediate relevance to the market, societal and national need and also by the availability of institutional infrastructure.
- obtaining necessary approvals and funding from the MHRD/UGC for developmental work, operating activities and academic programmes including sanction for creating teaching and non-teaching positions.

## SWOT Analysis:

### ➤ Strengths:

- Established by an Act of Parliament and supported by the MHRD/UGC, the University is likely to be perceived as an institution of distinction. Being part of the Prime Minister's new initiatives in higher education, the establishment and growth of the University is being closely monitored and encouraged, which lends further credence to the project.
- Being established with commitment of the state government to provide land and necessary support in terms of road connectivity, water supply and power, the project is likely to take off with speed and quality.
- Located in Himachal Pradesh, which is doing remarkably well in the areas of education and health, the University will be able to attract quality students.
- Choice of Dharamshala as headquarters of the University adds further attraction, as it is a place with profile and is known worldwide. Serene location, pleasant climatic condition, spiritual atmosphere of the location may be effectively used to gravitate faculty and attract talent.
- Ability and keenness of the leadership to network with the best institutions aimed at evolving best academic, governance and administrative practices may be viewed as promising.
- Unique choice based credit system at par with global practices, intention to offer a wide range of programs and courses in all streams, and emerging areas with focus on research based innovative programmes of study could make the university emerge as leading centre of higher learning in the country.
- Focus on internal autonomy with autonomous school, departments of studies and multi-disciplinary research centres in

each school has the potential to promote excellence.

### ➤ Weaknesses:

- University has to depend on funds from the UGC/MHRD which makes the decision making somewhat less autonomous as it requires to obtain the approval and endorsement of the funding agencies, which may make the initiative relatively less fast and may compel the university to follow the conventional pattern of growth and development.
- University is yet to get the required land allotted and, even though the land has been identified and demarcated it may yet take some time before the land is formally transferred to the university for it requires clearances from the environment and forest angles.
- Planning to start programmes of study from temporary and make-shift campuses may adversely affect the quality for in the absence of adequate and suitable academic, administrative and residential infrastructure, the University may not be able to attract the kind of faculty and students that are necessary to make impact. Further, starting with few programmes of study may also amount to compromising on the vision of the university to have a truly choice-based credit system.
- Commitment pertaining to magnitude of capital investment funds is not known to the University and it is proceeding on certain assumptions, which may or may not materialise in due course of time. A piecemeal approach to funding may adversely constrain the vision of the University and may lead to compromises in standards.
- The fact that the University will have split campuses located at a distance of over one hour by road from one another may have administrative and academic issues which

may adversely affect the progress of the university.

- Faculty, staff, facilities, and infrastructure are yet to take shape and it may take a fairly long period of time before the university could have the needed physical facilities and intellectual resources to have its impact felt on the higher education scenario in the global arena.
- Availability of good faculty could be a serious limiting factor. Existing and well-established universities and institutions of higher education are experiencing severe shortage of faculty and with a large number of new centrally funded universities and institutions being established, the University may have some difficulty in getting the kind of faculty that it requires to promote excellence.
- Problem in attracting good students from other states.

➤ **Opportunities:**

- University is located at a place with profile and may be able to capitalise on its strengths to build the physical, academic and intellectual infrastructure. Location could be effectively leveraged to attract talent.
- Location being on the world tourist map, could be further leveraged to network with international academic and professional community and the university may be in a position to attract visiting faculty, scholars in residence and adjunct faculty internationally.

- Being a green field project, the University does not carry any historical and unwanted baggage and can experiment with innovative practices and programmes of study without resistance from the vested interest groups.
- Designed with a vision, the university could become an institution of repute and a truly global university and may attract good number of international students.
- The innovative and modular programmes of study with freedom to faculty to design and offer courses at will may make its academic programmes in sync with best global practices.

➤ **Threats:**

- Delay in allotment of land may delay the development of physical infrastructure causing disappointments, which in turn may dampen the enthusiasm.
- Nationwide shortage of good faculty requires the university to be proactive and innovative in its recruitment and retention policy, which appears difficult under the present practices.
- Starting programmes of studies from temporary and makeshift campuses with skeleton faculty may lead to compromises in the selection of students, which may adversely affect the branding and positioning of the university.
- Funding constraints could lead to slow-paced development and may also constrict the vision of the university.



Temporary Academic Block at Shahpur



Temporary Academic Block at Shahpur



Dhauladhar Site



A view from Dhauladhar Site