

POLICY DOCUMENT ON
RESOURCE MOBILIZATION AND OPTIMUM
UTILIZATION OF RESOURCES



Devi Ahilya Vishwavidyalaya, Indore

About The University

Devi Ahilya Vishwavidyalaya (DAVV), formerly University of Indore, is a premier University in Central India. It was established in 1964, by an Act of Legislature of Madhya Pradesh. DAVV is an affiliating State University whose jurisdiction includes seven tribal dominated districts of Indore division. On one hand, it caters to the educational needs of the state's most developed industrial district Indore and on the other hand to the tribal and rural backward districts of the State.

Academic excellence occupies highest priority in this University. It has thirty two teaching departments which offer undergraduate, post-graduate and research programmes in sixteen faculties. It is amongst the first few universities in the country to introduce innovative, self financed and integrated courses in the areas of science, engineering, technology, management, law and media. University has 270 affiliated colleges in addition to University teaching departments and centres.

Research is an integral part of academic performance. University has a well defined research policy to foster excellence in research. It provides and nurtures research environment for promoting high quality original research. All the departments/schools of studies are actively engaged in research in thrust areas, publish in national and international peer reviewed publications, undertake sponsored research projects and have collaborations with organizations of international repute.

Holistic development of the students is done in a well planned manner. University mentors the students through Career Counselling and Opportunities Guidance cell, Equal Opportunity Cell, and National Service Scheme Units. They are mentored to develop professional competitiveness as well as ethics, human values, sense of social responsibility and environment consciousness.

The University lays great emphasis on infrastructure and learning resources by providing physical and IT infrastructure, good departmental and Central Library resources, e-journals, databases, seminar and conferences halls, auditorium, multimedia theatres. It has excellent campus with network facility, class rooms with ICT enabled 24x7 learning facilities, Live Video Multicasting Unit, FM Radio Station and Wi-Fi in all the hostels.

Sustainability is an area of important concern for this University. The campuses have approximately 60% green area. The University is responsibly dedicated to spread awareness towards energy conservation, use of renewable energy and decreasing dependence on conventional uses of energy resources and environment. It has formulated "Green University Policy" and has also developed a "Green Calendar" identifying environment-significant days.

The University is committed to pursue its vision and mission of educating and empowering the learners to realize their potential through righteous blending of knowledge, skills, and values for serving the society. It is prepared to embrace future challenges and keep moving ahead on the path of excellence, innovation and enlightenment.

Planning Process

The University has reaffirmed its pursuit of excellence by redefining its Values, Vision, Mission, Objectives and Strategic plan. A University is composed of a plurality of voices, each important and compelling, yet we must finally share common goal and aspiration. Considering this in mind for collective wisdom, a task group of faculty members had taken up this unique ground level exercise of drafting, developing and documenting the University's futuristic academic architecture in the form of *Vision Document and Strategic Plan of the University*. It is a result of active consultation with experts, deans, heads of different departments, officers, faculties, students and other stakeholders. The brainstorming sessions of this task group along with the stakeholders had made a strong plea to identify thrust areas for the University, besides working on its global perspective outlook for the next ten years. The present document not only sets out goals of the University but also brings out the details of our focussed efforts in the well-defined areas of performance. This document, in part, will equip functionaries and beneficiaries of organisation to answer to the question: What are the aspirations of the University and how these will be achieved?

Values

The University's commitment to its vision and mission is reflected by value based conduct and behaviours of faculty, staff and students in all areas of performance. Values serve as the guiding philosophy in all walks of University life. Following values have been imbibed by the University in all the activities:

Core Values

Core values are fundamental and universal in nature that act as invisible force guiding thought processes, conduct and behavior of faculty, staff and students. They are:

1. **Trusteeship** - Acting as a custodian or trustee while discharging responsibilities, exerting power and authority, utilizing resources for the welfare of stakeholders.

2. **Integrity** – Practicing duties in a truthful and justifiable manner, displayed through righteous conduct in all accomplishments.
3. **Excellence** – Continuously delivering outstanding quality in all areas of performances by fostering intellectual growth.
4. **Equality** - Involving all cross-sections of society by providing equal opportunity to all in pursuit of higher education, job and other activities.
5. **Respect** - Being respectful to the organization, job, its functionaries and beneficiaries and while dealing with other people.
6. **Sustainability** – Having concern for nature, environment and resource utilization for long lasting, safe and better future.
7. **Innovation** - Having an unending quest for discovering new ideas in all areas of performance, enriched by diversity in thoughts, actions and leadership.

Workplace Values:

Workplace values act as a set of guiding principles describing general code of conduct for moral and ethical behaviour of faculty, staff and students in all endeavours.

1. **Accountability** - Being responsible and answerable for all accomplishments.
2. **Transparency** - Visibility and accessibility of information and practices to all concerned.
3. **Discipline** - Being sincere, regular, punctual and rule abiding.
4. **Just** - Being honest, fair and righteous, guided by conscience and wisdom
5. **Perseverance** - Putting continuous and sincere efforts to achieve targets despite all challenges
6. **Competency** – Acquiring knowledge and skills for doing things efficiently and successfully.
7. **Empathy** - Being humane and treating each individual with dignity and respect
8. **Teamwork** - Working together to achieve a common goal in *all ebbs and tides*.
9. **Conservation** - Optimal utilization of resources and energy so as to reduce, reuse, recreate, rethink and recycle entirety in best possible way.

Vision

“Emerge as a premier higher learning institution by creating, advancing and disseminating knowledge with collective wisdom, through value imbued holistic education for peaceful, sustainable and humane society”.

Mission

“Educating and empowering the learners to realize their potential through righteous blending of knowledge, skills, and values for serving the society.”

The University strives to realize its vision and mission by:

1. Facilitating learner centric multidisciplinary course curriculum, pedagogy and resources through technology enabled joyful and diverse learning environment.
2. Achieving excellence through world class competencies in teaching, research and extension.
3. Promoting multidisciplinary research and scholarship.
4. Providing demand driven educational programmes for enhancing skills and employability.
5. Emphasizing value guided competencies among learners for developing socially responsible professionals and leaders.
6. Evolving educational processes to ensure balance between head, heart and hand for holistic personality development.
7. Exploring global opportunities for stakeholders through international collaboration.
8. Nurturing a culture of pride, ownership and belongingness for attracting, nurturing and retaining human resources.
9. Promoting autonomy with accountability through participatory, transparent and value-based governance.
10. Adapting environment friendly and energy efficient best practices for sustainable development.
11. Addressing issues and priorities for empowering local community with a global perspective.

The Policy Rationale

- Devi Ahilya Vishwavidyalaya, being a state university, encounters the challenge of funding the continuous demands of generating, maintaining and expanding the academics and physical infrastructure. It is a proven fact that no ruling M.P. State or Central Government funds the entire financial needs of a state university, be it Devi Ahilya Vishwavidyalaya or any other state university. So, there always was felt a grave need for devising a policy on mobilization of funds coupled with optimal utilization of resources that can pave the way to identification and exploitation of legitimate sources that can shore the required funds.
- It has been observed as a trend across the globe that academic institutions of high repute across the world have cultivated a culture of considerable funding of the financial needs through various non-government sources including Alumni and Philanthropists, which Devi Ahilya Vishwavidyalaya has failed to do for the want of various reasons including non-availability of a policy document providing the related direction and guidelines.
- Poor or inadequate funding of the institutions like state universities results in a large number of critical problems including inadequate qualified academic staff, inadequate and inferior support staff, irrelevant/outdated syllabi, lack of required technology and infrastructure to drive the academic vision to next-gen needs, to name a few.
- In a socio-economic country like India, where education has been presumed to be a social service for long, Devi Ahilya University, being a state university is not expected to charge tuition fee and other academic charges on the level of private academic institutions.

In a nutshell, the structure and mode of resource mobilization initiatives of a state university is imperative for the realization of overall objectives for which it has been set-up.

The Policy Objective

In course of time, it has been observed that the state, as a policy-maker, regulator and funding agency of higher education activities, has gradually diluted its role as a funding agency. This is reflected not only in reducing level of grants for existing activities of the state universities, but more in promotion of self-funding activities in these universities. The state universities, in general, and Devi Ahilya Vishwavidyalaya specifically, has evolved a successful self-funding model for running its various teaching departments.

The earlier approach for fund raising by Devi Ahilya Vishwavidyalaya was basically focusing up on generation of funds through fee collection from scholars and aids and grants from state and central public sector/governmental agencies and state, but this approach doesn't seem suitable for the time ahead for the reason discussed above, i.e., even the state is behaving like external investors, who wish to get assured of no increase in financial burden in higher education activities of state universities.

In the light of the above, the basic objective of this policy is:

- to evolve a systematic fund raising approach that identifies the prospective fund raising appropriate sources suiting to the needs and culture of Devi Ahilya Vishwavidyalaya, and cultivating these sources to mingle with university's needs and objectives of meeting higher education targets in time ahead.
- to draw the parameters for optimum utilization of resources available, whether with individual teaching departments, or centrally with university administration.
- to focus upon developing a model for resource mobilization and their optimal utilization that is not driven by the whims and aspirations of funding sources, rather that can make a way to meet the core objectives of higher education, as shall be offered by a state university like Devi Ahilya Vishwavidyalaya, and as detailed out in strategic plan, core values and vision and mission of Devi Ahilya Vishwavidyalaya.

The Funding Pattern

The table below exhibits the funding pattern of Devi Ahilya Vishwavidyalaya during last decade:

Year	Cost of Human Resource	Other Costs	Total Costs	Funds generated through Fee etc.	State/Centre Grants and Subsidies	Other Sources*	Total funds generated	Surplus/ Deficit
2009								
2010								
2011								
2012								
2013								
2014								
2015								
2016								
2017								
2018								

*Other sources shall include funds received from Alumni, Interest generated on FDs and Endowments, Research Grants received from various agencies, Funds generated through patents, Consultancies and trainings, etc.

Resource Mobilization and Optimum Utilization of Resources; The Policy Parameters

The strategy for Resource Mobilization and Optimum Utilization of Resources of Devi Ahilya Vishwavidyalaya includes separate sub-strategies on following parameters:

- **Mobilization of Financial Resources**
- **Mobilization of Physical Resources**
- **Mobilization of Human Resources**
- **Optimum Utilization of Resources**

Mobilization of Financial Resources

Mobilization of financial resources basically involves the following steps:

- Identification and implementation of a fee structure that is coherent with the higher education objectives of Centre, State and university.
- Identification of platforms and opportunities for getting grants from various governmental agencies and working in the direction of making university eligible for optimum level of these grants.
- Identification of platforms and opportunities for getting grants from various Non-governmental agencies including fund-giving organizations, corporations and individuals including philanthropers and Alumni, and working in the direction of entering into suitable agreements and MoUs, so as to mobilize optimum level of grants from these sources without defying the basic objectives of Devi Ahilya University as a state university.
- To source in funds from Non-governmental agencies including philanthropers and Alumni, the university shall also adhere to good PR practices with these sources. Simlutaneously, the university will also focus up on building a transparent and objective process of fund raising and its expenditure.
- Understanding its deep impact on fund raising activity, it shall be the part of basic premise of fund raising activity of the university to build a good knowledge environment Simultaneously, the university shall also work upon its relationship with its students, as today's student will be tomorrow's alumni, who can be a considerable source of financial, physical and human resources. Further, the university shall also attempt to built a culture which can inculcate amongst its students a mindset of contributing to their alma-mater in the future days.
- The university shall also attempt to built a rationale relationship with corporates by providing them opportunities to meet their Corporate Social

Responsibilities (CSRs) as per the existing norms. This, in turn, will open new avenues for fund raising by university. Simultaneously, the university will assist the corporates in assessing their human resource needs in time ahead, and will accordingly attempt to incorporate relevant changes in course curriculum of various programs offered by its university teaching departments.

- It shall be the part of strategic resource mobilization plan of university to create an effective database of its scholars and alumni.

Mobilization of Physical Resources

Mobilization of Physical resources basically involves the following steps:

- The annual budgeting of the university activities shall be planned in a way to create a sufficient room for meeting its infrastructural and physical developmental needs along with meeting its regular operating needs.
- Looking to the infrastructural and physical developmental needs of the university, it shall attempt to identify and materialize such platforms and opportunities that can provide ample financial sources to cater to these needs.
- Projects and research grants of the central and state governmental agencies will be focussed up on to meet the physical and infrastructural resource requirements of the university.
- Time and again, additional avenues in the form of Non-governmental agencies including fund-giving organizations, corporations and individuals including philanthropers and Alumni shall be explored, that can pave the way to infrastructural and physical developmental needs of the university.

Mobilization of Human Resources

Mobilization of Human resources basically involves the following steps:

- The university shall basically focus up on the norms of state ministry and decisions of its executive council to meet the growing and changing needs of academic and non-academic human resource.
- The university shall also rely upon the entrepreneurial capabilities of its allunmi, students, industry and fellow academicians so as to meet the contemporary need of practice/experience oriented education for its scholars.
- Time gap arrangements, as feasible, shall be worked out by university against positions of academic and non-academic resources available as a result of

superannuation of its various employees. Similarly, the same process shall be followed to optimize the human resource team in the light of newly available vacancies.

Optimum Utilization of Resources

Optimum Utilization of resources basically involves the following steps:

- Depositing funds collected through various sources at centralized level and permitting their utilization after due audit process and within laid down restrictions.
- Sharing by various teaching departments of physical and infrastructural resources available with various teaching departments and at central level.
- Deputing various academic and non-academic human resource at various teaching departments and administrative offices of the university as per changing needs and structure of university.

Driving resource mobilization in any organization like a state university requires a sense of belongingness and commitment coupled with passion amongst all its stakeholders.