



**O.P. Jindal Global University**  
*A Private University Promoting Public Service*



*Celebrating Ten Years of  
Excellence in Institution Building*

# Strategic Vision 2029

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*Building a World Class University  
Through Commitment to  
Excellence and Public Service*

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Designed by:  
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# CHANCELLOR'S MESSAGE

When JGU was established nine years ago in Sonipat, there was little to indicate what the future could hold for the institution, except a deep aspiration to leave a lasting and positive impress in higher education in India. That aspiration has become the foundation for all that JGU has been able to achieve since 2009. The University's accomplishments during its first decade are a story of a determined pursuit of excellence, a commitment to embody its mission as a private university promoting public service, and adopting a sustainable approach to institution building in all its forms. The University's location in the Delhi National Capital Region has provided access to national and global networks, while also allowing for the institution to create deep roots in its community in Sonipat and greater Haryana. This interweaving of experiences has been central to how JGU has grown over the past nine years, and will inform our progress over the next decade.

*Strategic Vision 2029 captures the ambitious and aspirational spirit in which JGU was founded, and commits us to the responsibility of sustainable institution building over the coming decade*



**MR. NAVEEN JINDAL**

**FOUNDING CHANCELLOR  
O.P. JINDAL GLOBAL UNIVERSITY**

Over the next ten years, JGU aspires to lead and shape key national and international debates, address emerging challenges in varying subject areas and disciplines, and be a model of how a private higher education institution can remain socially conscious and contribute to nation building.

This document – Strategic Vision 2029 – is the result of extended and wide ranging interactions and deliberations over the past few years. It captures the ambitious and aspirational spirit in which JGU was founded, and commits us to the responsibility of sustainable institution building over the coming decade. More importantly, it is an opportunity for us to create a collective vision and a sense of shared imagination on how JGU can best fulfil its founding vision – to create a future where our students and faculty find passion and fulfilment in helping build a just, fair and equitable social consciousness.

# VICE CHANCELLOR'S FOREWORD

JGU was founded in September 2009 by a generous philanthropic grant from Mr. Naveen Jindal in memory of his father, Mr. O.P. Jindal. Since then, our aspiration has been to serve as a role model for institutional excellence in higher education. From our modest beginnings in 2009, JGU has made significant progress towards achieving this vision through our eight schools and three research and capacity building institutes.

We have had several testaments to our achievements over the past decade. In March 2018, JGU was granted "Autonomy" by the University Grants Commission and Ministry of Human Resource Development. JGU is the only private university in the State of Haryana and one of only two private universities in India to be given this status. JGU has also been ranked in the 251-300 rank bracket of the QS University Rankings: BRICS 2018 Edition, ranking us among the top 10 private higher education institutions in India.

Our institution building experience gives us the confidence and the opportunity to further consolidate and expand our institutional capacities to provide high quality education to our students over the next decade. This will mean paying attention to student experiences and graduate outcomes that are sensitive to the aspirations of our students, expectations of our societies and the economic needs of our times. This forward vision requires that we pay increasing attention to processes and build institutional mechanisms and

*Our institution building experience gives us the confidence and opportunity to consolidate and expand our institutional capacities over the next decade*

organisational cultures that reflect our visions and expectations.

We are delighted to share with you the Strategic Vision 2029. This important document builds on our past experience and consultation with our various stakeholders over the years and is an expression of our future aspirations and expectations. We hope you will find this document a useful guide to your participation in JGU's institution building activities in the coming years.

We look forward to having you as a partner in our collective journey toward 2029.



**PROFESSOR (DR.) C. RAJ KUMAR**  
FOUNDING VICE CHANCELLOR  
O.P. JINDAL GLOBAL UNIVERSITY

# STRATEGIC VISION 2029: SUMMARY



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# OUR VISION & VALUES

JGU's vision and mission define our agenda for action, and our distinctive characteristic as a private, global university driven by a public service mission. Our core values are central to our activities, and to achieving our aspirations.

At the core of JGU's vision and mission is our aspiration to be a role model for excellence in higher education in India and among the leading universities of the world. We aim to achieve this through pursuing an institutional identity of a multidisciplinary, research driven university fostering excellence in teaching, research, community service, and capacity building. In pursuing our goals, JGU has over time developed a sustainable, scalable and adaptive model of institutional development that remains sensitive to developments at the national and global level.

Our dedication to service, reflected in the University motto – A Private University Promoting Public Service – has been the principal basis of the University's rapid growth since 2009.

Our model of institutional growth will also remain sensitive to development of local communities, deepening of democratic traditions in India and potential contributions to sustainable ecosystems.

Over the next decade, as JGU expands rapidly, our vision, mission and core values will become ever more crucial, in order that our future is created through a mindful recognition of our past; anticipating the needs of future generations; our institutional responsibility to the University's various stakeholders and neighbouring communities; and our commitment to public causes that will advance India's social and economic development and further nation building.

## VISION

JGU aspires to be a role model for institutional excellence in higher education among leading institutions in the world as a multidisciplinary, research driven university fostering excellence in teaching, research, community service, capacity building and nurturing socially responsible leaders through an eclectic and sustainable approach serving the local and regional communities. Through its work, the University seeks to build bridges across nations, working with national, international, and governmental organisations, NGOs, and business organisations.

## MISSION

In pursuit of its Vision, JGU will:

- a) Promote a global perspective through a global faculty, global courses, global programmes, global curriculum, global research, and global collaborations in a research intensive environment, ensuring academic freedom and functional autonomy.
- b) Provide an enriching, intellectually engaging, and discovery-based learning environment for students including opportunities for engaging in interdisciplinary research, summer internships in leading organisations, semester abroad, participation in community service projects and in national and international academic, cultural, sports and other events.
- c) Create and maintain a vibrant research environment to promote cutting-edge, interdisciplinary research and collaborative work with local, regional, and international communities.
- d) Conduct capacity development programmes for practitioners from

governments, corporations, and civil society organisations to enhance their leadership qualities and skills, management capacity and commitment to professional ethics.

- e) Promote a culture of excellence in all activities of the University by implementing good practices aimed at personal and professional development of students, faculty members, and non-academic staff.

## CORE VALUES

- Focus on methods, outcomes and impact
- Academic freedom in line with standards followed by the world's top universities
- Highest ethical standards in personal and professional behaviour
- The promotion of pluralism and celebration of diversity
- Collegiality and team work
- Concern for the environment and sustainable approaches
- Transparency and accountability to all stakeholders



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## OUR EVOLVING CONTEXT

JGU was established by the Government of Haryana in 2009 as a philanthropic initiative of its Founding Chancellor and benefactor, Mr. Naveen Jindal in the memory of his father, Mr. O.P. Jindal. This marked a new chapter in the history of Indian philanthropy and Indian higher education. The University's vision, mission, and core values emerged out of the founders' belief in creating an institution anchored in sound principles, practices, and traditions that promote public service and make meaningful contributions to the State of Haryana, India as a whole, and the world.

This dedication to service, reflected in the University motto – A Private University Promoting Public Service – has been the principal basis of the University's rapid growth from a single

The impact of global economic, cultural and technological changes have made it necessary to rewrite the history of Indian higher education and make it compatible with India's growth story.

school, with around 100 students, and 10 full-time faculty members in 2009, to eight interdisciplinary schools, three research and capacity building institutes, over 4400 students, and more than 330 faculty members in 2018.

The founding of JGU in 2009 coincided with multiple transitions in the Indian economic, technological, political and social landscapes. The impact of these ongoing changes on the higher education system has become palpable, both in terms of accentuated demand for access and insistent calls for globally comparable quality in educational outcomes. The acceleration of global economic, cultural and technological processes has in turn given rise to new expectations about the possibilities and fragilities of the existing national and global higher educational institutions and their practices. Also, the birth of JGU overlapped with what came to be called the global financial crisis, fuelling in its wake a renewed interest in ethical practices and an increasing demand for educating new creative imaginations. These impactful changes in the external and internal environments have made it necessary to rewrite the history of Indian higher education and make it compatible with India's growth story. This requires that we raise the bar of quality and creativity in higher education institutions.

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## OUR ENABLERS & COMMITMENTS

From the very start, JGU recognised and anticipated the future needs of higher education, particularly in terms of educating high quality professionals in an era of intense globalisation. It is in this context and based on our particular learning and contributions over the past decade that we reflect on how to shape the next decade of JGU. Central to this vision will be the fostering of a viable institutional, pedagogical and equitable model for education and impactful research that draws upon the local to participate in the global.

JGU is mindful of the need for nationally conscious educational processes that recognise India's particularities, yet seek to transcend them. Nearly a decade of building high-quality educational programmes, globally networked research communities and highly qualified faculty has given us the confidence to scale up the model both qualitatively and quantitatively. Our experience has further intensified our original commitment to creating an institution that is oriented towards public service, dedicated to innovation, pluralistic in institutional and academic orientation, inclusive by nature and celebrates diversity of all kinds.

Further, our status as a private higher education institution allows us to commit to and enable academic freedom, institutional autonomy and financial independence.

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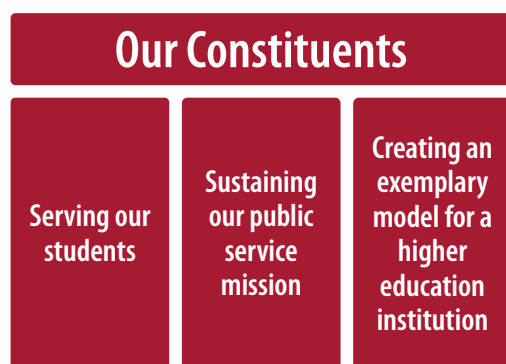
## Our Enablers



# OUR CONSTITUENTS

The focus of our growth, over the past nine years, has not solely been on admitting more students every year, but on creating opportunities for students in India and around the world to experience high-quality education in a unique private institution with a public service mission. Our foundations and mission for the future are centred on three constituents:

- Serving our students
- Sustaining our public service mission
- Creating an exemplary model for a higher education institution



## SERVING OUR STUDENTS

Our students are the foundation of our existence, and form the core of our purpose, mission, and future aspirations. Education at JGU is intended to foster in our graduates, attributes we regard essential for living and flourishing in professional, public and private lives:

- A sound disciplinary and conceptual

knowledge of subject areas in the programme of study they have successfully completed at JGU.

- The capacity to engage in self-reflection and lifelong learning.
- Transferable skills including team building and leadership, communication, creative and critical thinking.
- Problem-solving and analytical skills suitable for fast developing and continuously evolving professional contexts.
- Develop a participative consciousness and ethical imaginations for an active participation in democratic discourses and practices in emerging contexts.
- The capacity to take up social and civic responsibilities relating to the environment and society.
- A deep understanding of, and respect for, diversity, plurality and other cultures.
- Skills and imaginations necessary for professional practices adhering to the highest standards of ethical expectations.
- Developing coping skills for working on issues and contexts that involve uncertainty, complexity and ambiguity.
- Cultivating skills for a sense of justice, meaning and purpose in a

world that is divided on racial, religious, economic and other bases.

JGU's institutional growth, processes and other strategic initiatives are built around the need to enable our graduate outcomes. Our highly qualified faculty—over 70% possess educational qualifications from the leading universities of the world—are an inextricable part of our student-centric mission. Further, a committed leadership and administrative excellence at all levels embodies these expectations.

## **SUSTAINING OUR PUBLIC SERVICE MISSION**

Our growth so far has been intertwined with our public engagement at the local, national, and global level. We want our location in rural Sonipat to bring about an interweaving of experiences between the University community and neighbouring communities. Since our founding in 2009, we have strived to deepen this engagement through teaching, research, contributions to national and global policymaking, capacity building programmes, and community engagement activities. This has extended beyond our immediate neighbourhoods in Sonipat and other locations in the state of Haryana, to communities in the National Capital Region and Delhi. Our teaching, research, and collaborative and capacity building activities are centred around generating wider impact beyond the classroom and our campus, on issues of

Over the next decade, JGU will strive to create a model of excellence for higher education while adapting global higher education best practices to the Indian context.

public concern to India, our regional neighbours, and other parts of the world. Part of this effort is also centred on nurturing public spiritedness amongst our students in order that they embody approaches that are ethical, fair and just, while pursuing work in both public and private sector enterprises. We believe that cultivating a tradition of public service will be key to achieving our larger mission.

## **CREATING AN EXEMPLARY MODEL FOR A HIGHER EDUCATION INSTITUTION**

Our mission at JGU is to create a model of excellence for higher education in India. We believe in not merely confining ourselves to imparting training and skills to our students. While imparting specific conceptual and practical skills is necessary, this is better supported by active and participatory opportunities that come with working on community support programmes.

We believe that by providing access to interdisciplinary programmes, an

enabling, diverse, multicultural, and collaborative environment for teaching and research, an emphasis on community engagement, and opportunities to study at some of the best universities in the world, our students will gain a unique repertoire of qualities: a capacity for self-reflection; intercultural sensitivity; a sense of social, civic and environmental responsibility; and commitment to being ethically and socially responsible global citizens.

Over the next 10 years, JGU will strive to create a model of excellence for higher education that is recognised for its high-quality teaching; interdisciplinary curriculum that directly addresses the important socio-economic concerns of India over the next two decades; community engagement that positively impacts the communities we engage with; international collaborations that directly influence student learning, research impact, and exchange of knowledge and ideas; and institutional culture and identity that exemplifies the best traditions of Indian culture and heritage, while adapting global higher education best practices to the Indian context.

The formulation of this 10-year strategic vision for JGU is an opportunity for the University community to reflect on our institutional growth, identify our strengths and weaknesses, and commit to a set of goals that will drive our activities over the next decade. Setting out our strategies will also allow us to establish priorities, make commitments to our stakeholders, employ efficient approaches to resource allocation, and identify opportunities that will enable us to become a world-class university – a model of excellence for Indian higher education.

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# TEN GUIDING PRINCIPLES TO ACHIEVE OUR STRATEGIC VISION

Over the next decade, JGU will streamline all institutional processes, systems and mechanisms towards achieving its vision through ten guiding principles:

1. Shape ourselves as a vibrant, multidisciplinary university that awards graduate, postgraduate and research degrees that will foster communities of practice and thought in governments, businesses and civil societies.
2. Achieve high standards of excellence that provide for recognition in global rankings and strive to be ranked among the top 500 global universities.
3. Become known globally as a leading higher education institution that supports, equips and inspires its students, faculty and researchers to make a difference in their respective fields and in the world around them.
4. Enable high quality teaching and interdisciplinary research in diverse disciplines by attracting the most talented and deserving students, and recruiting exceptional full-time faculty and researchers from India and across the world.
5. Be an institution that celebrates diversity of all kinds.
6. Continue to maintain a healthy faculty-student ratio. In 2018, our faculty-student ratio stood at 1:13. Over the next decade, we will strive to attain and maintain a faculty-student ratio of 1:10.
7. Continue to provide world-class, sustainable facilities that support research and teaching in frontier, emerging, and innovative disciplinary areas that directly impact the socio-economic development of India.
8. Achieve substantial social impact through our research, public service activities and community engagement projects that forward the developmental concerns of communities, both across the country and globally.
9. Continue to maintain our academic, administrative and financial autonomy complemented by a transparent and well-functioning governance structure.
10. Become an institution that remains socially conscious, partnering with its surrounding communities in Sonipat to build sustainable social ecosystems, inculcate a sense of responsibility towards the larger society within the JGU community; provide opportunities for experiential learning; explore possibilities for innovative socio-technical solutions to social and economic challenges; support economically and socially marginalised communities; and acquire, develop and disseminate local knowledges in order to promote high-quality, high-impact research that will support the strategic and developmental needs of India.

These principles have been central to JGU's core values and objectives since its founding and form the foundations of our aspiration to become a model of excellence for higher education in India and the world.

# *JGU 2029: Five Pillars for Achieving Institutional Excellence*

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Over the next decade, JGU aspires to be an institution, recognised both in India and around the world, for its excellence in teaching, research and community service. We are determined to promote exceptional pedagogical practices that enable our students to be fully participating members of civil society, creative members of professions holding themselves to highest ethical standards and members of scientific communities making cutting-edge contributions in the scientific world. We look forward to building an institution of excellence that will be renowned in India and the world, that will be home to the best minds and contribute richly to India's national development. We believe our faith in the future is built on our experience of the past nine years, our realistic assessment of possibilities and constraints and our disciplined approach to institution building. Above all, our future-oriented actions will be guided by the five pillars detailed further.



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# A. REFINING OUR TEACHING AND LEARNING PROCESSES

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## OBJECTIVE 1

Utilise innovative teaching tools and new pedagogies to engage our students more effectively

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## OBJECTIVE 3

Diversifying our faculty and enhancing faculty excellence

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## OBJECTIVE 2

Increased focus on achieving programme and course learning outcomes

## A. REFINING OUR TEACHING AND LEARNING PROCESSES

Our objectives relating to academic planning and programme delivery focus on being innovative in our teaching processes, improving learning outcomes, and furthering faculty development.

### **OBJECTIVE 1: UTILISE INNOVATIVE TEACHING TOOLS AND NEW PEDAGOGIES TO ENGAGE OUR STUDENTS MORE EFFECTIVELY**

The University will commit to the highest standards of teaching. This will require attention to innovating and improving pedagogical methods; facilitating greater use of developing and advanced technologies; paying greater attention to the aesthetics of learning spaces; cultivating a spirit of participation and co-learning; and adopting pedagogical practices that are modelled on real world experiences. Our pedagogies will respect diversity and difference, and strive to impart coping skills necessary for living in a world of uncertainty, ambiguity and complexity; passion for lifelong

learning; ethical work practices; authentic professional orientation; active student participation; student-teacher partnership in the learning process and development of oral and written communication.

### **PRIORITIES**

- a) We will leverage the collective scholarship being produced by our own faculty, such as research on the pedagogy and practice of liberal arts education and comparative studies of pedagogical practices. For instance, the Jindal School of Liberal Arts & Humanities (JSLH) has been working on implementing and developing experiential and service learning pedagogy fully integrated within the curriculum — a strong claim to international standards of education in a global context.
- b) Develop unique local adaptive pedagogies that enhance creative and ethical potentials among our students.
- c) Promote pedagogies that are more suited to the complexities of professional practice.
- d) Encourage and emphasise pedagogies that foster critical and ethical imagination.
- e) Adopt and adapt the best global practices relating to classroom and

non-classroom teaching practices, so that our faculty members serve as role models to impact our students' academic and personal competencies.

- f) Work towards further utilising technology in programme delivery to provide access to courses and learning material from elsewhere in the world. This will include expanding the use of video-conferencing between other universities and our schools, and exploring the delivery of courses through Massive Open Online Courses (MOOCs) and other online platforms of learning.
- g) Create a Teaching and Learning Centre within the University that will play a central role in establishing a continuing commitment to the examination of curriculum, courses, programme structure, pedagogies, learning challenges, examination and assessment.
- h) Progressively improve upon our current average faculty-student ratio of 1:13 to 1:10 to maintain the instructional quality necessary to produce exceptional learning outcomes, and provide adequate time for faculty research.

## **OBJECTIVE 2: INCREASED FOCUS ON ACHIEVING PROGRAMME AND COURSE LEARNING OUTCOMES**

In our programme and course delivery, we strongly promote a healthy balance between the body and mind.

All of our programmes state Programme Intended Learning Outcomes that are aligned with our Graduate Attributes, and provide an anchor to students by clarifying the essence of their programme of study and ensuring a lasting impact on their educational experience. With the implementation of outcomes-based teaching and learning in all programmes, we aim to ensure that learning is student-centric. This needs greater focus in our future academic planning.

## **PRIORITIES**

- a) We will strive to provide a well-rounded education by encouraging practical learning to complement classroom learning. This will also require the creation of a vibrant intellectual environment and instilling in students the ability to grasp complex ideas related to human and social well-being including fairness, openness, compassion and passion. At the undergraduate level, we will explore ways to impart skills of critical thinking, creative thinking, analytical self-reflection, and a holistic approach.
- b) We will encourage student participation in national and international events as a way to keep the process of learning relevant to their needs.
- c) We will make the University's English language and writing centres more relevant to the aspirations of our students,

particularly given that all our classroom teaching and the majority of University activities are conducted in English. Strong English language skills will be key to the success of our students not just within the classroom but also beyond, in pursuing internships and careers. Our schools will explore the introduction of an English proficiency test to be administered to incoming students.

### **OBJECTIVE 3: DIVERSIFYING OUR FACULTY AND ENHANCING FACULTY EXCELLENCE**

For a rapidly growing institution, it will be important to ensure that the diversity and quality of our faculty is enhanced significantly to match those of our current and potential students.

Diversification of the faculty must relate to individual qualifications, experience, specialisations, and areas of interest. It will also be crucial to adequately align programme and course content to faculty expertise and interest.

### **PRIORITIES**

- a) Our schools will strive to establish a greater balance in faculty specialisations so that they are complementary and comprehensive.
- b) Recruitment of faculty will be based on measures, including diversity of geographical origin, gender, educational qualifications and professional experience; the selection of majors among students; curricular needs; adequate faculty composition in various domains; and diverse pedagogical methods.
- c) We will strengthen and build upon existing University mechanisms to implement faculty development programmes; ensure performance assessments that encourage and support individual faculty members in advancing the quality of their teaching and research; and create feedback mechanisms that are oriented towards helping us incentivise and retain our faculty members and researchers.

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## B. ENHANCING OUR RESEARCH CAPACITIES & OUTCOMES

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### OBJECTIVE 4

Strengthen our research capacities

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### OBJECTIVE 5

Promote research on public issues

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### OBJECTIVE 6

Make our research accessible to the wider public

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## B. ENHANCING OUR RESEARCH

### CAPACITIES & OUTCOMES

Our goal is to develop a research-intensive environment that promotes socially beneficial and globally relevant research, while ensuring academic freedom and functional autonomy, and also provides for an enriching, intellectually engaging, and discovery-based learning environment for students.

#### **OBJECTIVE 4: STRENGTHEN OUR RESEARCH CAPACITIES**

Our 55 research centres—research clusters created to promote research on important local, national and global issues—play a central role in advancing our research agenda. We have over the years established active, productive and high quality research networks across the world. Our model of growth is scalable and economical. In the coming years, we will further enhance these activities to meet our increased quantitative and qualitative targets.

We will strive to expand our research collaborations with top ranking universities, individuals and research clusters. We hope to be one of the top few institutions known for research excellence in India and the region, as well as the most favoured partner for research collaboration by international institutions. We would also like to build our capacities to be recognised as the preferred partner for industry consulting based on intensive disciplinary research. We would further integrate and create complementary effects between teaching, research and consulting, enhancing each of these practices. Also, we will emphasise and scale up student participation in research activities including production of original research outcomes by students. We will bolster and scale up our doctoral programmes and increasingly integrate doctoral research into ongoing and high impact research areas.

#### **PRIORITIES**

- a) We will complement other institutional efforts to provide an encouraging environment for faculty members and researchers to undertake high quality, meaningful research, through increasing support for existing interdisciplinary research centres and institutes; encouraging researchers to fully

utilise staff development incentives and existing research infrastructure; and advancing incentives for research performance.

- b) JGU's schools, institutes and research centres will conduct more student-led research colloquiums, particularly at the postgraduate level. The colloquiums will allow for greater participation from other universities and institutions allowing for wider interactions between students and research bodies. We will also continue to support student-centric research events such as undergraduate research conferences that have been organised annually by JGU's schools.
- c) Designated research administrators will play a more active role in generating internal and external funding for research projects, providing research assistance, infrastructure and executive support, and increasing funding for individual research centres.
- d) New research-based programmes will supplement teaching-based programmes and prepare students for careers in academia. Our PhD programmes will receive top priority in enhancing the scope, quality and rigour of our research capacities and outcomes.
- e) We will strengthen academia-industry collaboration by reaching out to practitioners and communicating with organisations.

Our research centres will set up external industry and academic advisors to support the designing of research programmes.

- f) JGU's five in-house journals are published biannually, and will be further expanded and strengthened. The publication of new journals that will acquire international reputation and are a preferred source for research and publication by leading scholars is imperative for enhancing our research outcomes and visibility, and tapping into local knowledge sources. We will bolster our efforts to publish high quality, high impact research and seek a wider base of contributors for the journals to more effectively disseminate rigorous, theoretical, applied, and empirical research. We will enable greater participation of our students in this process as a way to expand their academic credentials and strengthen internal and external research collaborations.

## **OBJECTIVE 5: PROMOTE RESEARCH ON PUBLIC ISSUES**

Our research contributions, both individual and collaborative, on public issues have been in areas including renewable energy subsidy programmes; reproductive health and access to contraception; transgender rights; issues affecting police and central paramilitary personnel; e-governance and urban poverty; and collaborative efforts with other institutions working in the area of

international criminal justice. We will seek to continue to engage academia and practitioners on important public concerns.

## **PRIORITIES**

- a) Increase faculty engagement in consultancy projects with public sector organisations.
- b) Promote and support faculty and student research on issues of public concern including environmental policies, public health, victim assistance, improving rural educational outcomes, poverty reduction by efficient implementation of governmental policies, the role of media in democracy and urban infrastructure, among others. For instance, the Jindal School of Journalism and Communication (JSJC) has initiated multiple debates on key issues in Indian media including ethical concerns, the social impact of media, and media, governance and democracy. One of JGU's youngest schools, Jindal School of Banking & Finance (JSBF), could lead and shape debates on the country's banking sector, state of financial institutions, and key concerns in these sectors in the country today. Our public service engagement will include efforts to convey the outcomes of our research, teaching and service

activities to the wider public. We will utilise technology and our collaborative networks to enable better accessibility to JGU's intellectual contributions for wider societal benefits.

## **OBJECTIVE 6: MAKE OUR RESEARCH ACCESSIBLE TO THE WIDER PUBLIC**

We will strive to increase the accessibility of research produced at JGU.

## **PRIORITIES**

- a) We will maximise translation of our disciplinary research into easily accessible forms to impact ongoing policy debates, legislative changes, and social and cultural attitudes. We will make extensive use of web-based platforms such as social media, the University website, in-house web-based commentaries, and popular traditional media.
- b) We will increase the range of publications building on our existing line of contributions such as policy briefs, law briefs, and special conference and seminar summaries.
- c) Our schools will explore creative ways of communicating research works in progress to broader audiences, including expanding the range of working paper series.



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## C. ENABLING INCLUSIVE & SUSTAINABLE INSTITUTIONAL GROWTH

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### OBJECTIVE 7

Establishment of new schools and programmes and expansion of existing programmes

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### OBJECTIVE 9

Expanding career opportunities for our students

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### OBJECTIVE 11

Strengthen institutional governance and leadership

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### OBJECTIVE 8

Strengthening the role of our students as stakeholders

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### OBJECTIVE 10

Strengthening alumni relations

## C. ENABLING INCLUSIVE & SUSTAINABLE INSTITUTIONAL GROWTH

As JGU experiences large-scale institutional expansion over the next ten years, our priorities for this period will require careful foresight. We will have to ensure that our growth aligns with our commitments to our students, our public service mission, and our role as a higher education institution of global excellence.

### **OBJECTIVE 7: ESTABLISHMENT OF NEW SCHOOLS AND PROGRAMMES AND EXPANSION OF EXISTING PROGRAMMES**

As we work towards strengthening our eight schools and work towards their consolidation, we will gradually establish more schools that will increase JGU's interdisciplinary profile and offer high quality education in fields of interest to our stakeholders. In doing this, we will remain open to considering the introduction of new programmes that complement and strengthen our current offerings, that our stakeholders and wider community believe would be

important additions to our existing offerings, and that would serve the aspirations of a wider range of students. Over the next decade, we will seek to increase the strength of our student body across all our schools.

### **PRIORITIES**

- a) Ensuring student diversity is a critical component of the JGU admission process. Over the next few years, JGU will explore the creation of gateway offices in key geographies across the country to work under the direction of the University's centralised Admissions and Outreach Office. Our regional offices will enable substantive outreach activities in wider parts of the country, and greater interactions with parents. Diversification of the student body will also promote internationalisation of the curriculum and enhance intercultural sensitivities.
- b) Based on the success of these gateway offices, we will also consider expanding our presence outside India to attract the best international applicants to JGU. Based on school-level outreach strategies, we will seek to admit talented students from diverse countries, with particular focus on admitting students from developing and less developed countries

including southern and central Africa and the SAARC countries.

- c) The introduction of technology-enabled courses would expand our reach and add substance to our public service commitment.
- d) We will work to increase sponsorship from the industry, research councils, donors and foundations so as to increase our scholarship disbursements to meritorious students, particularly from Asia and Africa.

## **OBJECTIVE 8: STRENGTHENING THE ROLE OF OUR STUDENTS AS STAKEHOLDERS**

In our role as educators, our primary responsibility to our students is that we adequately equip them to navigate a complex world, develop a sense of belonging with their communities and the larger world, and shape them as responsible and active citizens. In their daily life as part of the JGU community, we want our students to feel a sense of ownership and belonging, allowing them to participate more effectively and constructively in achieving our institutional goals. An essential element in accomplishing this is listening to our students. We have made sincere efforts over the past nine years to put in place systems to collect student feedback and resolve grievances in a time-bound manner. As we plan to expand our student body, the need to increase

student participation in decision-making, strengthen our feedback and redressal systems, and create more avenues for student voices is of much importance.

## **PRIORITIES**

- a) In order to minimise institutional obstacles to active learning and maximise opportunities for a learning-enabling environment, we will explore various initiatives to creating a robust and responsive support system for students. These student services will relate to providing adequate physical and counselling facilities, and arrangements to help students with learning, reading, writing difficulties, stress management, time management and a range of other issues.
- b) We will create more institutionalised, innovative and transparent mechanisms to collect student feedback on academic and non-academic issues, and bolster our ongoing efforts toward faster and effective redressal of grievances.
- c) We believe our student mentoring system is highly effective in helping students maximise their learning and active participation. We will continue to reinforce a strong teacher-student interface as part of our larger efforts to create a student-centric University system.

## **OBJECTIVE 9: EXPANDING CAREER OPPORTUNITIES FOR OUR STUDENTS**

Our students are the essence of our purpose and mission, and their success validates our institution-building efforts. JGU's students, both at the undergraduate and postgraduate levels, have taken unique, diverse, and brave career paths in public, corporate and non-profit organisations in India and globally, and are also pursuing entrepreneurial ventures. For instance, a substantial number of graduates from the Jindal Global Business School (JGBS) and other schools have begun their own ventures in areas such as trading, food and hospitality, realty, construction and agricultural food processing. We want to provide greater support to our students to be able to pursue specific career paths, and explore a wider range of options. Nurturing a new generation of entrepreneurs, business leaders, thinkers, and professionals will be central to our efforts.

### **PRIORITIES**

- a)** We will provide mentoring for students to begin the process of exploring and planning for their careers at an early stage. This will be done through faculty mentoring and the University's Office of Career Services.
- b)** Our schools will support students to undertake carefully chosen internships corresponding to their interests, equipping them for careers that require advanced skills in

imagination and decision-making. We will foster deeper relationships with organisations within academia and the industry to realise this objective.

- c)** JGU's schools will consider granting credits for internships completed by students based on assured quality and duration.
- d)** Our Office of Alumni Relations will be strengthened to connect current students to graduates and to expand opportunities for our students to engage with the world in wider ways. Our accomplished alumni will be able to increasingly serve our students in numerous ways, including through interactions with current students to share their experiences, connecting them to potential internship and career opportunities, and creating a larger JGU community.
- e)** Our schools will explore holding career events relating to various areas of study including visual arts, arts management, marketing, foreign policy, journalism, publishing, and allied health professions, where representatives working in these areas will be available for interactions with our students.
- f)** We will encourage more students to participate in social impact projects and explore the social enterprise sector to pursue careers. We will also support students seeking to start entrepreneurial ventures with relevant incubation assistance.

- g) Various schools, in coordination with the Office of Career Services, will cater to the academic needs of students aspiring to join the Indian Civil Services.

## **OBJECTIVE 10: STRENGTHENING ALUMNI RELATIONS**

JGU now has over 1900 alumni across five of our schools, and it is imperative that we consistently foster sustained relationships with them. Our alumni are a source of inspiration and support to our current students and this outreach will be part of the larger institutional engagement that we need to promote. In the coming years, JGU will make greater efforts to connect with alumni by developing technologically-enabled institutional mechanisms that will increase the participation of our alumni in our institution building efforts.

### **PRIORITIES**

- a) Through the Office of Alumni Relations, our schools will explore the creation of school-level alumni outreach units to leverage the wide range of sector and industry domains, ensuring that our programmes have relevance.
- b) The partnerships we form with our alumni will be central to allowing us to expand placement opportunities for students, and encouraging innovation and ambition.
- c) We will cultivate the relationships we form with our alumni to encourage them to support the University through philanthropic initiatives.

## **OBJECTIVE 11: STRENGTHEN INSTITUTIONAL GOVERNANCE AND LEADERSHIP**

As JGU expands, it is imperative that we have a robust and agile University administration in place that can build on our vision and efforts, map the dynamic environment in which the University functions and determine our course of action, and mobilise our community around our plans for the future. We will need to focus on improving accountability, transparency, and the quality of administration at all levels of governance within JGU. We will also need to establish greater collaboration between our faculty, students, and non-teaching staff—this will be crucial to achieving our goals.

### **PRIORITIES**

- a) We will further consolidate the institutional mechanisms to enable timely decision-making and optimal utilisation of institutional resources for a large and fast growing institution. This includes building on existing efforts to create a tradition of participatory governance, inclusive decision making processes, and continuous institutional self-assessments.
- b) We will build on our existing model of academic deans to consolidate institutional mechanisms for a strong administration, and development of academic programmes and activities keeping in view our ambitions for excelling at a global level.

- c) The recently established Office of Strategic Initiatives & Institutional Research will work closely with JGU's senior management and other key University functions to drive implementation of medium and long term strategic plans. This will include continually tracking progress on key parameters, suggesting ways and means to improve key parameter performance, and spotting opportunities for generating resources to advance towards established goals.
- d) We will improve and strengthen cooperative work within and between our academic and non-academic departments to cultivate a sense of ownership, equity, and belonging within the JGU community.
- e) The implementation of the Annual Programme Review Report for academic and non-academic departments will seek to strengthen accountability within the University community, and function as a public document reporting the University's activities.
- f) As an institution that aspires to be a model in higher education, adapting to advancing technology will be key to achieving our mission. This will impact not only the use of technology for streamlining institutional and administrative processes and enhancing teaching processes, but will also inform our research and contributions to policy making, particularly on subjects such as the impact of the technology and society interface and the challenges for technology adaption in policy interventions in developing societies.
- g) We will further improve the delivery of services, in particular, IT, physical infrastructure support, and general amenities that affect the daily lives of our students and staff. This, we believe, will directly impact our academic and non-academic missions.

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## D. EXPANDING OPPORTUNITIES FOR PUBLIC SERVICE

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### OBJECTIVE 12

Engaging with our local community

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### OBJECTIVE 13

Strengthening our contribution to  
national and global policymaking

## D. EXPANDING OPPORTUNITIES

### FOR PUBLIC SERVICE

Our commitment to public service is grounded in the University's founding vision. Over the next decade, we will seek to strengthen our engagement with local communities and advance our contributions to national and global policymaking.

#### **OBJECTIVE 12: ENGAGING WITH OUR LOCAL COMMUNITY**

Our schools, institutes and research centres have initiated and promoted engagement with local communities in Sonipat, Haryana, and in neighbouring states through research at the school level, field projects, and other self-driven student and faculty initiatives. The University's formal engagement includes social internship projects, action learning programmes, undertaking empirical fieldwork, and collaborating with other research and

policy institutions working on social issues. The Jindal School of Government and Public Policy (JSGP) will play a key role in this effort, in addition to other schools, institutes and centres. Over the next decade, the University's community engagement will be deepened through programmes conducted in collaboration with the district administration and the local community in Sonipat and other districts of Haryana. We will explore ways to serve wider communities within the country. We will also vigorously promote a culture of public service among our students, staff and the wider JGU community, and ensure that our existence and growth remain grounded within a spirit and tradition of public service enshrined in our vision.

#### **PRIORITIES**

- a) We will enhance institutional support, encouragement and participation for student-led socially relevant activities. We will build on our ongoing engagements, past learning and our sense of future possibilities. We will particularly boost support for student-led initiatives that directly impact our public and social engagements, such as the student-run Clinical Legal Society of the Jindal Global Law School (JGLS) that organises legal literacy camps, and works on legal



aid and good governance with paralegal volunteers, District Legal Services Authority, and lok adalats.

- b) We will strengthen intra-school collaborative activities to impact issues such as women's education, human rights education and rural literacy expansion.
- c) The design of relevant elective courses will maintain focus on studying and addressing the disconnect between the expectations from laws, government policies and programmes, and actual reality. This will involve student engagement with local populations on issues including right to food, social security, education, health, sanitation, anganwadis, panchayati raj, voting rights, right to information, provisions for legal aid, and legal literacy.
- d) Expand JGU's Village Adoption Programme; strengthen the University's Social Services Society; expand institutional collaborations with local institutions; and widen sensitisation of our students and staff on key issues affecting communities.
- e) Widen access to the mental health counselling services and behavioural studies programmes provided by the Jindal Institute of Behavioural Sciences (JIBS) to schools in the National Capital Region as well as local communities.
- f) Support cleanliness drives in local educational institutions as part of

the Prime Minister's Swachh Bharat Mission.

### **OBJECTIVE 13: STRENGTHENING OUR CONTRIBUTION TO NATIONAL AND GLOBAL POLICYMAKING**

We have made important contributions to policymaking in India and globally over a short period of time through our research, consultancy projects, and collaborative exercises. We will continue to work towards shaping policymaking in meaningful and substantial ways through our socially relevant research, outreach, and student and teacher activism.

### **PRIORITIES**

We will work towards establishing deeper partnerships with Central and State government ministries and agencies, and other leading institutions within the country. For example, the Jindal School of International Affairs (JSIA) will focus on working closely with the Ministry of External Affairs, the Office of the National Security Adviser and the Prime Minister's Office, on providing policy inputs when demanded. The Jindal School of Art & Architecture (JSAA) could provide useful inputs into national urban policy and development of intelligent futuristic cities. The International Institute for Higher Education Research and Capacity Building (IIHed) drafted the State Higher Education Plan for the State of Haryana under the Government of India's Rashtriya Uchchatar Shiksha

Abhiyaan (RUSA). The institute will continue to provide consultation and policy advisory to state governments and other government agencies on higher education policy. In order to sustain our vision to become a model of higher education excellence in India, we will also engage more deeply with regulatory agencies, relevant state and central government departments, and peer institutions to share best practices in institution building.

Given the quality of our faculty, the institutional mission to contribute to national development and our experience so far, we are well positioned

to contribute meaningfully to the processes of policymaking. We believe that such participation will be mutually beneficial to both the sides.

Governments at the central and state levels may find it useful to access latest research relevant to particular areas of policy interest benefiting from outside-the-system perspectives and the researchers will profit from gaining insights into real world challenges. In the coming years, we will intensify our collaborations with governmental agencies and seek active partnerships in projects directly relevant to ongoing policymaking.

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## E. EXTENDING OUR COLLABORATIONS & CAPACITY BUILDING EFFORTS

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### OBJECTIVE 14

Promoting interdisciplinarity and intra-university collaboration

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### OBJECTIVE 16

Expanding capacity building programmes

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### OBJECTIVE 15

Expanding inter-institutional collaborations

## E. EXTENDING OUR COLLABORATIONS & CAPACITY BUILDING EFFORTS

As we aspire to offer a truly global, interdisciplinary education to our students, we will continue to promote interdisciplinarity in teaching and research across the University, extend our existing inter-institutional collaborations and create greater impact through our capacity building and training programmes.

### **OBJECTIVE 14: PROMOTING INTERDISCIPLINARITY AND INTRA-UNIVERSITY COLLABORATION**

In the design and delivery of their programmes, courses and activities, our eight existing schools and three institutes have developed their own particular strategies that bolster their respective capacities and expertise to effectively meet the expectations of our students and other stakeholders.

However, in promoting our emphasis on interdisciplinarity, several of our schools and research centres have found

innovative ways to collaborate on several research areas. In addition, our faculty members teach students across the schools irrespective of their individual school affiliation. In moving forward, it will be essential to deepen interdepartmental partnerships.

### **PRIORITIES**

- a) We will further intensify efforts directed at increasing our interdisciplinary index keeping in view our long-term vision to emerge as a university of global renown.
- b) We will intensify our interdisciplinarity both in terms of the number of cross-listed courses and research collaborations.
- c) We will incentivise interdisciplinary research projects that will enhance their potential impact on policy and social process.
- d) We will encourage our students across all schools to take advantage of cross-listed elective courses that are intended to enhance interdisciplinary learning in all our programmes. We will design our programmes to enhance interdisciplinarity and offer greater choice to students to self-design their programmes to suit their particular career and life aspirations.
- e) We will promote collaborative research opportunities between our

schools and research centres for our students and faculty.

- f) We will explore the establishment of new interdisciplinary research centres that will promote cross-domain studies and research and seminars addressing critical social issues.

## **OBJECTIVE 15: EXPANDING INTER-INSTITUTIONAL COLLABORATIONS**

As an institution seeking to provide a truly global education to our students, we want to encourage our students to cultivate a deep and respectful understanding for diversity and plurality. Since our founding we have earnestly invested efforts and resources to establish and maintain relationships with over 200 institutions in 50 countries across the world, so as to enable our students and faculty to access a wide range of study, research and teaching opportunities. We want to leverage these partnerships to create further opportunities for our students and staff in the form of exchange and study abroad programmes, joint executive education programmes, dual degree programmes, and other collaborative exercises. This will reflect in both the expansion of opportunities on the JGU campus for incoming students and visiting scholars, and outgoing students, faculty and researchers through joint and collaborative programmes with partner institutions.

## **PRIORITIES**

- a) We will seek new partnerships, particularly with institutions in other developing and emerging markets including the BRICS, Africa, Eastern Europe and Latin America.
- b) We will deepen our existing relationships in North America and Western Europe to pursue collaborative research-based activities. Long-term engagement with our existing partners will also be pursued through conferences, student and faculty exchanges, and co-teaching through IT. Our aim is to offer a larger number of students the opportunity to spend a semester abroad, and also host more international students on the JGU campus as part of our exchange programmes. Our larger goal will be to expand JGU's imprint globally through its institutional collaborations, training and capacity building programmes, and interdisciplinary research outcomes that impact policy in the social, political and economic spheres, in India, in other developing societies and across the world.
- c) Our schools will work closely with the Indian government and collaborate where possible, with neighbouring regional governments to positively impact social, economic, and political issues, and policymaking on these aspects.

- d) We will seek to partner with global higher education associations that can provide professional and internationally benchmarked platforms for the study of individual domain practices.

## **OBJECTIVE 16: EXPANDING CAPACITY BUILDING PROGRAMMES**

JGU's focus on capacity building and training have primarily been actioned through the work of the Jindal Institute of Leadership Development and Executive Education (JILDEE). Our programmes have so far helped us impact various aspects of governance within India and overseas. We will build on our efforts so far and promote the participation of the schools and institutes in capacity building and training programmes.

## **PRIORITIES**

- a) Sustain our participation in leadership development and executive training programmes for

the Indian Civil Services, State Civil Services, the Armed Forces, private sector organisations, panchayat organisations, and activists working at the grassroots level.

- b) Increase language training programmes such as the Mandarin Chinese programme being offered to the Indian Army by the Taiwan Education Centre and the Jindal School of International Affairs (JSIA).
- c) Supporting our research centres in promoting capacity building efforts that bridge the gap between the world of theory and practice.
- d) Enrich our research through interactions with the participants of our capacity building programmes.

# O.P. JINDAL GLOBAL UNIVERSITY: AT A GLANCE

## People



## Faculty



## Students



## Schools



## Research



## 3 Research & capacity building institutes



## International Collaborations



## Accreditation, Rankings & Memberships



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