



10, Institutional Area, Vasant Kunj,  
New Delhi 110 070

## **MINUTES OF THE THIRTY SIXTH MEETING OF THE BOARD OF MANAGEMENT**

The Thirty-Sixth meeting of the Board of Management was held on 01 October 2020 at 14:00 hours online on Microsoft team platform. The following were present:-

### **PRESENT:**

#### **Members**

Professor Manipadma Datta, Chairperson  
Professor George John  
Professor Bhim Singh  
Dr V P Singh  
Professor E Somanathan  
Dr Sachin Chaturvedi  
Mr R R Rashmi  
Professor Atul Kumar  
Professor Shaleen Singhal  
Professor Ramakrishnan Sitaraman  
Dr Vishnu Konoorayar  
Captain Pradeep Padhy (Retd.) Secretary

#### **Special Invitees**

Mr Amit Kumar  
Dr Soumendu Sarkar  
Mr Kamal Sharma

Leave of absence: Dr Nimmi Singh.

### **Item No.1: To confirm the minutes of the Thirty Fifth meeting of the Board of Management held on 29 July 2020.**

It was informed that the minutes of the Thirty Fifth Meeting of the Board of Management held on 29 July 2020 were circulated to the members of the Board and comments received from members were incorporated and re-circulated and no comments had been received on the same.

**TS/BM/36.1.1.** The Board resolved that the minutes of the 35<sup>th</sup> meeting of the Board of Management held on July 29, 2020 be confirmed.

**Item No.2 (a): Actions taken during lockdown:** The Registrar informed that as per latest guidelines issued by GoI/MHA, TERI School of Advanced Studies is closed for students and regular class activity till the guidelines from the Dept of Higher Education are received. Online/distance learning has been permitted and being

encouraged. It was intimated that guidelines from Govt of NCT of Delhi is awaited for permitting research scholars (Ph.D) and PG students of Technical and Professional programmes requiring laboratory/experimental work. The Registrar also informed that a comprehensive policy on use of campus and lab facilities had been issued to ensure safety of all stakeholders and users and further the Academic Council approval had been obtained for the modified teaching learning and assessment process adopted during the lockdown period. It was also informed that academic activities for new session started w.e.f. 4<sup>th</sup> August 2020 for the third semester (old students) and from 1<sup>st</sup> September 2020 for the first semester students in online mode. The Registrar apprised members that due to the prevailing situation students of fresh batch has been given provisional admission/registration to AY 2020-21 session through online verification of documents, subject to production of all original copies of certificates at the time of physical reporting at campus and the GoI/MoHFW latest SoPs are being examined to prepare the campus for physical conduct of classes on the eventuality of permission to conduct academic activities in the campus arrives.

The Board noted the matter.

**Item No.2(b): Admissions for AY 2020-21.** The Registrar informed that with respect to admission efforts a robust media strategy was developed to use the social media platforms extensively and innovatively and faculty members regularly offered webinars and at times in collaboration with professional bodies. He stated that to facilitate larger participation, online admission entrance tests having provision to appear from anywhere (from home) were held which resulted in increase in total number of admissions by a record 20% as compared to any year in past with a few programmes still have low numbers of applicants like past years. He informed that to boost admission in some programmes B.Voc. (Bachelor of Vocational Studies) had been added to the list of eligible qualification criteria. He intimated that, notwithstanding, there is a possibility that some of students may leave for public universities if they get admission of their choice.

Dr Atul Kumar presented the detailed comparative analysis of student's intake during the last two years vis-a-vis the current year across various programmes (Enclosure 1). He also shared the student-faculty ratio of the programmes of TERI SAS. Mr R R Rashmi raised a point whether there is any mechanism in place for periodic review of each programme, academically, financially and operationally. Dr Atul Kumar responded that as per the NAAC requirements, each programme is periodically reviewed academically. The Chair agreed with the recommendation that there should be a system of periodic review of the programmes financially as well. The Chair informed that even in programmes where we do not have good response but with good faculty resources, there should be a periodic review of the programme as we are a self-funded institution. Dr Shaleen Singhal added that the Board should take a due note of the programme which despite of good faculty resources and best infrastructure have not been able to attract good intake. On a

query from Dr Chaturvedi whether the University had closed any programme in the recent past to which Prof. Datta informed that as the University was not getting adequate number of students in the MBA (Infrastructure) programme, the programme was discontinued. He also stated that a mechanism should be developed and followed for discontinuing any programme being offered by TERI SAS.

TS/BM/36.2(b). The Board resolved to recommend that a mechanism be developed for periodic review of each programme and a system be followed for discontinuing any programme offered by TERI SAS.

**Item No.2(c): IQAC.** It was informed that Annual Quality Assurance Report (AQAR) for AY 2017-18 and AY 2018-19 were duly uploaded to NAAC portal after due approval of the Board of Management. The Chair stated that internal meeting of IQAC was held on 6<sup>th</sup> July 2020 to take stock of the progress on submission of Self Study Report for re-assessment.

Dr Datta informed that the AQAC for the year 2017-18 submitted had been approved by NAAC.

The Board noted the matter.

**Item No.2(d):Hyderabad Campus.** The Board was informed that the HCPDC has been functioning as the apex executive body on Hyderabad Campus and had already met nine times in last three months. The Board was also apprised that the completion of residual Civil & MEP work of the Campus being top priority, action had been initiated in this regard and necessary tendering process followed to identify suitable vendors under the financial powers of the Vice Chancellor, TERI SAS. Professional help of M/s Pheonix group of Mr Suresh Chukapalli, was obtained in this regard. Further, as recommended by HCPDC, a "Tender Evaluation & Price Negotiation Committee with members from TERI SAS, TERI, Phoenix Group and Architect had been constituted to evaluate the quotes obtained through limited tender. The Board was informed that since the Campus did not have any statutory approval for launching UGC recognised programmes, efforts were on to launch professional development programmes under the aegis of TERI to generate revenue for operational cost of the campus as and when it becomes ready. The Chair informed that the HCPDC is still contemplating on the type of Higher Education Institute model (private university, deemed university etc.) to be set up on Hyderabad land and preliminary discussions had been held on the feasibility of a private university under the relevant Govt of Telangana Act.

Dr Chaturvedi enquired if there were any plan of operationalisation of Hyderabad campus. Chairperson informed that Hyderabad Campus Professional Development Committee (HCPDC) has been set up with a mandate to develop professional development programmes, MDPs and faculty development programmes to be offered

from that campus. Efforts are being made to offer these courses to corporates and other institutions based in South India with the help of Telangana Chamber of Commerce and Industry. The contents of these programmes were still being developed.

**TS/BM/36.2(d).1.** The Board noted the action taken by HCPDC and approved the same.

**Item No. 3: To discuss media strategy for TERI SAS.** Dr. Soumendu Sarkar, Convenor of IT and Website Committee presented the background, objectives, need and other features of the Media Strategy for TERI SAS. Professor Somanathan enquired if there is a dedicated person to deal with social media and communication related jobs in TERI SAS. Dr Datta informed that we have inducted a full time person to take care of the social media posts.

**TS/BM/36.3.1** The Board resolved to approve the TERI SAS media strategy policy as amended and placed at Enclosure 2.

**Item No. 4: To consider and approve Social Media Policy.** Dr. Soumendu Sarkar, Convenor of IT and Website Committee presented the background, objectives and other features of the Social Media Policy. While complimenting the dynamic nature of the policy, Dr George John suggested that the individual who helped in raising the status of TERI SAS through social media post should be suitably rewarded for his/her efforts. This would boost and act as a motivation to students and colleagues. Dr Chaturvedi suggested that reference to WECHAT and Weibo could be avoided in the strategy.

**TS/BM/36.4.1** The Board resolved to approve the TERI SAS Social Media Policy as amended and placed at Enclosure 3.

**Item No. 5: To consider and approve Policy on revenue sharing.** It was informed that a draft policy on consultancy was discussed at the 35<sup>th</sup> meeting of BoM and on the advice of the Board the policy was sent to a Committee constituted by the VC.

Prof. Ramakrishnan, Chairman of the Committee, informed the Board that the members met and discussed and a consensus was arrived on percentage but there were lot of other issues which needed to be addressed before the final draft could be finalized. These issues were also highlighted by the Dean (Academic). Prof. Ramakrishnan stated that the points raised by the Dean (Academic) might be discussed if the Board concurs. Chairperson suggested that the Committee might discuss the matters internally and put up the final draft for the concurrence of the Board in the next meeting. Dr George John also agreed with the suggestion of the Chairperson and informed that this point could be deferred.

**TS/BM/36.5.1.** The Board resolved to recommend that the final draft be put up in the next meeting of Board of Management.

**Item No. 6: To consider and approve strategic plan for TERI SAS.** The Board was informed that a committee has been constituted by VC to suggest a strategic plan for TERI SAS.

Dr Vishnu Konoorayar, member of the Committee, informed to the Board that the committee constituted vide Notification no. 07 of 2020-21/Ref: NOT/R35 dated 15 September 2020 for reviewing the documents shared in the past SSRs available with IQAC & draft a revised Strategic Plan for TERI SAS in line with Mission and Vision as captured in MoA.

He informed that few members of the committee were of the opinion that drafting a Strategic Plan is a long drawn process, and should essentially include all the important office bearers and stakeholders of the institution followed by discussion among the faculty members through a wide consultative and deliberative process before it could be presented to the Board of Management. He further stated that some members pointed out that no formal consolidated institutional strategic plan exists, hence a strategic plan be prepared and views of Planning and Monitoring Board be obtained and based on the Minutes of these bodies a draft consolidated strategic plan could be prepared by the Committee and it would be shared with the faculty members for deliberation. After that the Plan could be presented before the BoM. He further informed that, however, he had prepared a preliminary draft which he could present to the members if the Chair permits. On the permission of the Chair he presented the draft plan (Enclosure 4). Dr George John suggested that time frame for all activities should be mentioned.

Chairperson suggested that the Committee could further deliberate the draft and final draft be presented in the next meeting taking into consideration UGC/AICTE/NAAC compliance needs.

**TS/BM/36.6.1.** The Board resolved and recommended that the final draft may be put up in the next meeting of Board of Management.

**Item No. 7: To approve the award of Degrees and other academic titles.** The Registrar presented the list of students qualified as per process laid down by Academic Council and requested the Board to approve grant of degrees/titles to the students as placed at Enclosure 5.

**TS/BM/36.7.1.** The Board resolved to approve grant of Degrees/Diploma by TERI School of Advanced Studies to the students as per details placed at Enclosure 5.

#### **Items with the approval of Chair**

**Item No.8: 13<sup>th</sup> Convocation.** Prof. Ramakrishnan wanted to know how we are planning to conduct the Convocation this time under the present situation. Registrar informed that the matter has already been discussed with the Chancellor and have also written

to UGC to obtain their consent to conduct the Convocation in online mode due to the present situation and awaiting their response.

**Item No.9: Award of Honoris Causa.** Chairperson informed the members that during Convocation Honoris Causa award are presented and requested Board members to recommend names of suitable distinguished person who could be awarded. He informed that the Chancellor had also been requested for names and response on the same is awaited. He stated that the names received will be put up to the committee for finalization.

**Item No.10. Registrar.** Chairperson informed the Board that this would be the last working meeting of the Registrar as he would be relinquishing office on October 6, 2020. He stated that the Chancellor wanted Capt. Pradeep Padhy (Retd.) to continue but due to personal reasons Capt. Padhy has not renewed his contract and we respect Capt. Padhy's decision. He requested members to applaud and wish him Capt. Padhy all the best for his future endeavours and a long productive life. Chairperson thanked Capt. Pradeep Padhy (Retd.) for putting in untiring, efficient and service with integrity since the beginning of his tenure. Capt Pradeep Padhy (Retd.) thanked all the members for their wishes. To a query from Prof. Ramakrishnan the Chair informed that till a regular Registrar is appointed as per due process, Deputy Registrar would officiate as Registrar.

There being no other points the meeting concluded at 1625 hours.

Sd/  
Kamal Sharma  
Officiating Registrar

**Enclosures:-**

1. Comparative admission analysis
2. Media Strategy
3. Social Media Policy
4. Draft strategic plan
5. List of students for award of degrees at the Convocation

## Enclosure 1

## Number of admitted students in the last 3 years

Programmes	2018-19	2019-20	Change in intake	2020-21	Change in intake
	<b>Total</b>	<b>Total</b>		<b>Total</b>	
M Sc (ESRM)	39	40	+1	39	-1
M Sc (CSP)	9	15	+6	22	+7
M Sc (Geo)	17	20	+3	25	+5
M Sc (PBT)	7	10	+3	10	0
M Sc (Eco)	21	24	+3	45	+21
M Sc (WSG)	4	4	0	12	+8
MA (SDP)	24	27	+3	29	+2
MA (PP&SD)	10	15	+5	8*	-7
MBA (I)	4	0		0	-
MBA (SM – previously BS)	16	21	+5	19	-2
M.Tech (REEM)	28	17	-11	16	-1
M.Tech (UDM)	17	18	+1	17	-1
M.Tech (WREM)	10	6	-4	6	0
LLM	15	23	+8	41	+18
Certificate WSG	0	0	0	0	0
<b>Total (Masters)</b>	<b>221</b>	<b>240</b>	<b>+19</b>	<b>289</b>	<b>+49</b>
Ph D	21	32	+11	24 <sup>#</sup>	

\* Four MA (PP&SD) government officials added into the report but their fee has not received.

# The figures for Ph.D show August 2020 intake only

Overall the total number of students has increased. However, in some of the programme there is a decline in the admission.

Since some of the Universities has not yet conducted their admission process, there are chances of attritions in the number of admissions.

**Enclosure 2**

**TERI School of Advanced Studies**

**Media Strategy**



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## **Statement of Purpose**

TERI School of Advanced Studies (TERI SAS) is committed to create and disseminate ‘knowledge for sustainable development’.

Our functions are research, education, and engagement with society, policymakers and international community --- in the field of sustainable development. This engagement has two aspects: creating awareness and dialogue on sustainable development which is a broader goal, and creating a brand for the institute and its contributions.

Media plays a key role here as an instrument of engagement with all the stakeholders. Effective media engagement helps an institute build a brand value that not only helps in admission outreach but also enhances the institute’s outreach for corporate placements, research and engagement with government bodies. It also establishes an institute as a think-tank that uses its expertise to contribute to the society at large. Some of the leading institutes engaged in research and higher education have already carved out a brand name for themselves. An effective engagement using media is one of the key reasons behind their success.

Media seeks expert opinion on various subjects, exclusive research findings and stories of contributions that have a socio-economic impact on the lives of the masses. TERI SAS has the potential to deliver on such media requirements and make it a preferred go-to destination for media.

TERI SAS is known for its niche programmes, research, award-winning curriculum, experienced faculty and a state-of-the-art infrastructure. The exclusive information of research findings coupled with our subject matter expertise on a range of issues such as environment, energy, economics, water conservation, urban development and others make us relevant and important for Media. Our expertise, experience and exposure to real issues not only enable us to help Media bring out real stories more effectively but also help people in general form the right perspective about issues that matter to them.

This Media Strategy document envisages an engagement between TERI SAS and media that would enable TERI SAS to carve out its niche place. The SWOT analysis will help us to know our strengths and weakness and what exactly we are required to do to improve our engagement with media. Apart from the goals, roles and responsibilities of teams as well as the individuals, the document focuses on the changes we must adhere to make ourselves Media ready. The document also recognizes that increasing our presence in media is a collective responsibility of the TERI SAS community. It specifies ways to efficiently exploit the potential of the community in order to achieve this goal.

### **TERI SAS: An Introduction**

TERI SAS (earlier TERI University) was conceived to disseminate the knowledgebase created by The Energy and Resources Institute (TERI). In 1999, the Institute was granted the ‘Deemed to be University’ status by the University Grants Commission (UGC) and notified vide the Ministry of Human Resources Development.

TERI School of Advanced Studies is deemed to be a university under Section 3 of the UGC Act, Government of India, committed to ‘‘Knowledge for Sustainable Development’’. It offers 14 masters programmes and an interdisciplinary PhD programme in seven thematic areas in its campus in Vasant Kunj, New Delhi. It has awarded a total of 131 PhDs and roughly 2300 Master’s degrees so far. The institute’s alumni hold coveted positions at corporates think tanks, government organisations, research institutes, NGOs and international organizations.

Its faculty members are actively engaged in research, development and dialogue with partner organizations and educational institutes, the government, alumni and the society at large. The faculty members have published more than 600 research publication from 2015 onwards.

The administration, management and day-to-day operations are supported by a dedicated team of officials and support staff.

**Objectives: Mission, Vision, and Core Values**

**Vision:**

- To accelerate the transition towards a more sustainable world through the creation of knowledge and human capacity.
- To be a globally recognized University in the sphere of sustainability studies.

**Mission:**

- To create new knowledge through research and contribute to the discourse on sustainability issues at national and global levels.
- To design and deliver academic programmes, training and research on sustainability issues relevant to all streams of life and across age groups, assimilating the latest science and evidence.

**Core Values:**

- To instill the knowledge of, and desire for, systemic approaches to problem solving.
- To empower the commitment to environmental protection and social justice.
- To constructively engage in deliberative processes.
- To promote critical, and solutions-oriented, thinking.

**What is media and how can it further our objectives?**

Media refers to the major means of communication to the masses, including broadcasting, publishing and the internet, referred to collectively.

Use of media can promote the vision, mission and core values of TERI SAS outlined above in multiple ways:

- By generating global awareness about the activities carried out by TERI SAS and partner organizations, including curricular activities, extra-curricular activities, research and engagement with stakeholders
- By highlighting the achievements of TERI SAS and its partner organizations with respect to the activities mentioned above
- By engaging with the masses and organizations on sustainability and related matters, and sharing the knowledge base of TERI SAS in a manner accessible to all.

TERI SAS

# SWOT ANALYSIS

## STRENGTHS

1 The institute's reputation as a premier educational and research institute is our key strength. We can build a media relationship with this reputation.

2 TERI SAS' expertise in subjects such as climate change, energy, pollution, water conservation and other sustainability issues can provide us with media attention. We can share our research findings with the media to get featured regularly.

3 Our faculty is our strength. We can use their expertise and years of experience by projecting ourselves as a go-to destination when it comes to expert opinion and comments for news stories.

4 We need to invite corporates and media houses to host events such as education summits, quiz competitions and others in our campus. This will get us desired media traction as the coverage of events would automatically get us featured.

## WEAKNESSES

1 Lack of a well-planned media strategy to maximize the gain from existing resources

2 We need to make use of our strengths which till now have only been used for showcasing our academic excellence. Our potential as a research-driven think tank that can provide exclusive information in the form of data on a variety of issues generated through first hand research can change the way media has been seeing TERI SAS.

3 Despite having the best of teachers, our faculty has not been projected as the main resource who can speak on mainstream issues that matter to the well-being of the people. Lately, we have made some progress in this direction as several interviews have been organized where our faculty members have spoken as experts.

## OPPORTUNITIES

1 The information revolution and advent of smartphones coupled with affordable internet has media/social media accessible to everyone. This provides a sea of opportunities to organisations as the number of audiences has gone up tremendously. TERI SAS need to target this almost unlimited pool of target audience.

2 Media doesn't only refer to the print and broadcast media. The arrival of digital media and social media has removed the space crunch. Mainstream and niche media organizations have provided a platform for every genre of content/ news to make a mark for itself. TERI SAS imparts education on sustainability issues which is a kind of niche. We can focus on mainstream media for coverage but now we have plenty of niche space available where we can get adequate coverage.

3. Mainstream Media has become very sensitive to issues such as climate change etc which are our forte. TERI SAS can further fuel this sensitiveness by offering the right and exclusive information to media.

## THREATS

1 The arrival of new universities which are targeting sustainability issues as the core of their teaching is perhaps the threat we need to find a strategy to counter.

2 Getting media attention for the right reasons is certainly one of the solutions to this threat as media attention coupled with our credibility can give us an edge over new institutes.

**Alternative Media Strategy**

To increase our presence in media, we need to adopt certain new mechanisms. These mechanisms require a certain degree of discipline and commitment from all stakeholders of TERI SAS. Our prime objective is to make the media approach us for stories which require set guidelines for media content going out from TERI SAS including setting up the long and short term goals.

<b>Steps required to strengthen engagement between TERI SAS and media</b>	
<b>Must for engagement with Print/digital media</b>	<b>Effective engagement with social media</b>
<p>1. Correct identification of the issues covered by media.</p> <p>2. Attempt to exclusive and new information to media which they can't find anywhere else.</p> <p>3. It requires us to modify our ways but we have to segregate our work according to key issues media focuses on.</p> <p>4. Preparing our faculty/students to face camera. We need to upgrade our social media platforms with new buzzing informational videos, faculty interviews and even lectures. This adds to the image of the institute and media responds quickly to the call.</p> <p>5. Media strives for information in terms of numbers. We need to strategize effectively to produce work which is more statistics-driven.</p>	<p>1. Learn more about Content Management System (CMS) which will educate us on what works on social media and what doesn't.</p> <p>2. Understanding of key timings when traffic remains in thick on social media which will provide clear windows to post content.</p> <p>3. More than texts, we need to produce quality videos for posting on social media platforms.</p> <p>4. Media nowadays picks up content mostly from Social media. Therefore, if we have interesting and exclusive content which has the potential of societal impact, the institute should aim to highlight it on social media. This includes our students' work on their major projects.</p>

We also need to understand the importance of getting acquainted with media persons. Therefore, the institute is required to have provisions for time to time and regularly get together with media persons. This can be facilitated initially by keeping a small get together especially dedicated to the interaction between journalists and our faculty.

Once acquainted, we shall continue this engagement by inviting the journalists for various events that take place throughout the year. We need to accommodate this as a regular practice which would require a dedicated budget.

## Goals

<p><b>Collective Long Term Goals</b></p> <ul style="list-style-type: none"> <li>• Developing a campaign strategy and high impact messages to position TERI SAS as a leading higher education and research university for sustainable development.</li> <li>• Increasing visibility of TERI SAS through media - print, electronic and others especially targeted in education, sustainability and youth segment.</li> <li>• Highlighting the world class infrastructure and industry ready education curriculum of various programmes at TERI SAS.</li> </ul>
<p><b>Precise Goals related to Events/Publications</b></p> <ul style="list-style-type: none"> <li>• Ensure appropriate media coverage of various events at University in prominent national and local media and ensuring press at those events (8-10 per event).</li> <li>• Ensuring media releases in prominent national and regional media.</li> <li>• Publicizing ongoing research at TERI SAS. This includes identifying projects, creating story lines for target groups and then taking them to the relevant media (8-10 stories per year).</li> <li>• Publishing admission alerts in leading media outlets during admission time/cycle.</li> </ul>
<p><b>Precise Goals for Media Coverage using TERI SAS Human Resource</b></p> <ul style="list-style-type: none"> <li>• Special stories/interviews of senior management (VC/HOD) and key experts at university (6-8 special stories per year).</li> <li>• Facilitating TERI SAS faculty members participation in panel discussions/ chat shows etc on television media (5-7 per year).</li> <li>• To promote expert quotes / interviews in features or special stories (12-15 per year).</li> <li>• Showcasing the work of our students which has a deep societal/environmental/social-economic impact in media to add to our credibility.</li> </ul>
<p><b>Short Term Social Media Goals</b></p> <ul style="list-style-type: none"> <li>• Interconnecting social media and print/digital platform where our effective engagement at social media can directly contribute to our presence in mainstream platforms.</li> <li>• Showcasing the work of our students which has a deep societal/environmental/social-economic impact in social media to add to our credibility.</li> <li>• Adding at least 100 likes on Facebook, 30 followers on Twitter, 30 connections on LinkedIn and 30 followers on Instagram a month.</li> <li>• Posting one or two posts of different variety including creative, videos and of activities taking place at TERI SAS a day.</li> </ul>



- Effective engagement especially during admission cycle to use social media comments to approach potential students via social media, email and phone calls.

**Long Term Social Media Goals**

- Enhancing engagement of various SM platforms by adding at least 200-300 likes on Facebook, 80-100 followers on Twitter and Instagram each and 50 new LinkedIn connections a month.
- Posting at least three-four posts on each of the SM platforms a day which guarantee engagement of at least 200 individuals on each of SM platforms.
- Converting SM platform into our official announcement platforms from where the mainstream media can quote us on various issues. For this we need to plan separately as it will require faculty involvement at a regular basis.

**Other Objectives**

- Preparation of media kit on TERI SAS and distribute it to identified target media.
- Generating communication material including press releases, media alerts etc.
- Suggest and connect with prospective partners and experts that could potentially increase the newsworthiness of an event/activity.
- Crisis Media management - support with content and media statements, Q&A's during crisis situations.

**Review and Feedback Process**

Activity		Responsibility	To be reviewed by
Action	Area		
Articles and interviews published. Increase in engagement over FB	Online media/print media	Communication Coordinator	Communication Coordinator to submit details of publication to Manager, External Communications.
	Social Media	Agency handling Social Media for TERI SAS	The agency to submit a monthly report to Manager, External Communication. The report to be further tabled before Outreach, IT & Website Committee.
Engagement of LinkedIn	Social Media	Agency handling Social Media for TERI SAS. But Manager, External Relations and Communication Coordinator have to monitor the engagement on weekly basis.	The agency to submit a monthly report to Manager, External Communication. The report to be further tabled before Outreach, IT & Website Committee after the inputs from Manager, External Communication and Communication Coordinator.
Twitter & Instagram following	Social Media		The agency to submit a monthly report to Manager, External Communication. The report to be further tabled before Outreach, IT & Website Committee after the inputs from Manager, External Communication and Communication Coordinator.

## **Guidelines for Effective Media Engagement**

Here are some guidelines we need to follow strictly to make ourselves adaptable to fast paced world of media.

### **1. Respond Promptly**

We need to respond to any media query at a short notice. A quick response from our side establishes a better rapport between the journalist and communication team at TERI SAS.

### **2. Revise Content Strategy**

We need to understand the requirement of the media because news articles work differently than the publications in journals. Media seeks content which is accessible to the masses and rich on a variety of statistics/information.

### **3. Be tech savvy and camera friendly**

Media requires being camera-friendly and tech-savvy apart from being rich on knowledge. We can start practising this by shooting internal videos for our social media platforms where faculty and students can engage with our followers of SM platform via videos, FB lives and live webinars if possible.

We don't any source to shoot videos in the institute, we need to find a solution to this. Outsourcing video shoots is certainly a solution but the procedure to outsource work takes a lot of time which adds to the delay in posting content on SM platforms.

### **4. Be patient and prepared**

It is acceptable to ask the reporters about the larger outline and angle to the story including the possible time, it will take story to get published or aired.

But an expert needs to prepare self for the subject at a short notice. If you are not, tell the reporter that you will call back and then talk after you prepare yourself for the questions.

As an expert, always be patient with the reporters because while some reporters have good knowledge of the subject; others may not. You can help the reporter to tell the story more efficiently by telling how whatever you have told is important to the story.

### **5. Never go off-the-record**

The conversation between you and the reporters will get quoted in the news story. Therefore, always try to speak on the record. Be precise and brief in your answers. Never answer any question off-the-record and avoid saying "no comments" as an answer. Instead, refer the reporters to other sources who can speak on that particular subject or to the Media Relation department.

TERI School of Advanced Studies

Social Media Policy

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## **INTRODUCTION**

Social media has become an indispensable part of our social and professional lives. The role of social media for educational institutes like TERI School of Advanced Studies has transcended the boundaries of necessity and now contributes heavily to the reputation of the School.

Social media provides opportunities for TERI SAS to communicate and engage with a wide array of audiences. These audiences can be our stakeholders such as our students, staff, and faculty or the masses in general who can be made our stakeholders with effective engagement via social media.

The potential of social media is almost limitless, but there are several risks associated with social media that can have an impact on the institute's reputation. Therefore, the use of social media should be checked, monitored and channelized.

This policy document guides management and administration of the institution, staff and the students to safely use social media sharing institute-related information. The policy aims to maximize the benefits and to mitigate the risks associated with the use of social media.

TERI SAS students and staff must adhere to the current law/directives issued by the Government of India<sup>1</sup>.

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<sup>1</sup><http://meity.gov.in/writereaddata/files/Approved%20Social%20Media%20Framework%20and%20Guidelines%20 2 .pdf>

**POLICY OBJECTIVES**

1. To provide a platform to the students and staff where they share the information related to work/achievements/new initiatives/personal and collective milestones to enhance institute's reputation.
2. To fix the responsibility of the users who handle institute's social media accounts.
3. To inform the staff and the students about social media related requirements and expectations of TERI SAS.
4. To streamline and form a consistent approach to social media across departments/sections of the institute.
5. To bring clarity on legal risk associated with the use of social media.
6. To enhance reputation of TERI SAS using social media including the outreach efforts.
7. To streamline institute-related information shared by staff and students in individual capacity as well as representative of TERI SAS rather than censor their use of social media.
8. To lay down a strategy for damage control/or handling social media crisis, if any, either through institute's official accounts, personal accounts of students and staff and/or third party accounts.

**DEFINITION**

**What is Social Media?**

Social media refers to a collective term used for websites and applications that facilitate community based communication, collaboration, content-sharing, and interaction.

Some examples of social media sites are:

1. Twitter
2. Facebook
3. WhatsApp
4. LinkedIn
5. YouTube
6. Instagram
7. Snapchat
8. Yahoo/MSN messenger

(Note: These are just few examples and the number is not necessarily limited to these websites and applications.)



### **Setting up a New Social Media Account**

Following aspects are to be adhered to when the institute is to start a new social media account:

1. The incumbent department/section that handles social media accounts shall seek prior permission from the competent authority, i.e., the Registrar before setting up a new account.
2. Before opening a new account, an activity plan is required to be presented before the competent authority which denotes the target audience and their need for information. The plan shall also have the details of the content to be shared, and how the production of the content and its monitoring will be resourced.
3. The new account shall be consistent with the institute's other social media accounts. The new account shall also be interlinked with the existing accounts.

### **Social Media Account Management**

Following steps are needed to be followed in the management of social media account:

1. TERI SAS shall entrust the responsibility of management of the account with one or more than one individuals with clear definition of their roles.
2. The account must adhere to the brand guidelines of TERI SAS and the details of the purpose of the account; time during which it is to be updated/monitored should clearly be given in the profile information of the account.
3. Responsibilities should be fixed to keep the account up to date with regular posts and then communicative engagement on the account if there is any query from the audience.
4. If several members need to have access to the same social media account, the details of the username/password can be shared, but there must be an agreed overall account manager.
5. If the incumbent who handles the account leaves the job, the account details i.e. user id and password must be handed over to the competent authority. The no-dues form used by the institute is to have a separate column where the incumbent would declare the handing over of the details.

### **Information to be shared on Social Media**

TERI School of Advanced Studies is deemed to be a university under Section 3 of the UGC Act, Government of India, committed to “Knowledge for Sustainable Development”.

It offers 14 masters programmes and an interdisciplinary PhD programme in seven thematic areas in its campus in Vasant Kunj, New Delhi. Its faculty members are actively engaged in research, development and dialogue with partner organizations and educational institutes, the government, alumni and the society at large.

The administration, management and day-to-day operations are supported by a dedicated team of officials and support staff. The activities of the institute, therefore, generate a large quantum of information. Such information can be broadly categorized into following heads:

1. Admission related notifications
2. Programme related information
3. Curricular content
4. Extracurricular activities and achievements of students
5. Students curricular activities, achievements, engagement with stakeholders
6. Campus life
7. Academic events like seminars and conferences
8. Non-academic events like cultural festivals, students club events, community work
9. Finished research output of students in terms of reports, policy briefs, publications or conference presentations
10. Student participation and recognitions earned at external events
11. Alumni activities and achievements
12. Faculty grants, research output as patents, publications or conference participation
13. Individual/institutional partnerships with external organizations and educational institutes
14. Engagement with the government and policy advocacy
15. Faculty led community initiatives
16. Presence in print and digital media
17. Public speeches of key functionaries like the Chancellor, the Vice Chancellor, the Deans etc.
18. Decisions of institute management, including institute-wide events like convocation
19. Mandatory records of day-to-day operations

Of these, part of items 18-19 maybe classified confidential, whereas other parts may be recorded and publicised on the website as per the rules of the institute, or requirements of accreditation agencies like NAAC (excluding convocation information). Any such material or deliberation thereof cannot constitute the subject matter of any post on social media without prior approval of concerned authority.

Item 3 is intellectual property of the institute and cannot constitute the subject matter of social media posts without prior approval from the concerned authority.

Patents, publications or research output in any other format may be subject to intellectual property considerations of individual faculty member, concerned sponsoring agency or supporting agency, or publisher. Social media posts corresponding to items 9, 12 and 16 therefore, must have consent from the appropriate owner of rights, if applicable.

Information regarding all other items are with respect to activities that are coordinated by one more staff member, faculty or a team responsible for the same. A request to post such information on social media can be made by the coordinator of the activity following the general guidelines specified here. The coordinator will bear the responsibility of ensuring the

authenticity of such information and the consent of stakeholders, wherever essential. The social media/IT/website team may devise a general annual plan for smooth publication of such material.

## **Protocol for Providing Content for Social Media**

Social media plays an important role in telling the outside world about an institute's strengths and capabilities.

The role of social media for outreach purposes during the admission cycle becomes all the more crucial and relevant. The better content put on social media at the right time can certainly add to the number of applications received for different programmes. It requires better coordination between different teams.

Adherence to following guidelines is essential:

1. For a better and effective outreach via social media during the admission cycle, the Programme Coordinators are required to ensure that they share the updated content with social media team a month before TERI SAS starts accepting applications.
2. To create more buzz on social media about the events happening at TERI SAS, the Event Coordinators are required to share the details by 10th of the month if the events are scheduled to take place between 15th and 30th of the same month. For the events scheduled to take place between 1st and 14th of the next month, the details are to be shared by 25th of the month.
3. To showcase the institute's research work, the information about the research publications reported to the library can also be posted on social media. Ad hoc requests are also to be approved by the competent authority.
4. In case of webinars or the events related to book/article publishing or to showcase the achievements of our students, the Coordinators are required to provide the details 15 days in advance. This time will enable the team to create more buzz on social media with the help of better posts in the form of well-documented text and well-designed creatives.
5. There are several calendars that the institution uses that may be used for coming up with a protocol with regular reminders to the concerned department/staff: viz., the academic calendar, the admissions calendar, the events calendar, the holidays calendar; the institute should also develop a sustainability/science/social science related calendar on which we can post material on social media.
6. Any other achievement/conference/event participation/media representation, endorsement of external organizations, achievers, partner organizations, international movements like earth day etc. may also be promoted in a similar manner.

**Roles and Responsibilities**

Ser	Activity		Responsibility	Platform/ Media	Informati on monitorin g/ facilitatio n	To whom
	Action	Area				
a	<p>-Submitting a draft content with photograph for publication</p> <p>-Requests to have links added from the TERI SAS page</p> <p>-Ensuring the accuracy and timeliness of the information presented</p>	Home link/ Admission/ People/ Faculty/ Convocatio n details	AsstReg (Acad Admin)	Website/ Social Media	Regularly & as on requirem ent	IT Team/Social Media
		VC external academic conference/ engagement s	VC Secretariat	Website/ Social Media/N ews Letter	-2 weeks before event -Within 24hr of conduct of event	Manager, Communications
		Programme/ Individual Placement / info	HoDs requested to designate individual(s) to serve as Faculty (Programme /Placement /Event) coordinator) who may liaise through Programme Assistant(s)	Website/ Social Media	Quarterly	Manager, Communications
		Student/ Faculty Achieveme nts & Events (conf/works hop etc.) information – curtain raiser , post event brief		Website/ Social media/ News Letter/ Press Release/ TV/ Radio	-2 weeks before event -Within 24hr of conduct of event	Manager, Communications
		Generic articles by faculty		Journals	-	Manager, Communications
		Alumni / common placement page	Placement Officer	Website/ Social media/ News Letter	Regularly	Manager, Communications
		Research/ News & Events	Library	Website/ Social media/Ne ws Letter	Same Day	IT Team/ Manager Communication

Ser	Activity		Responsibility	Platform/ Media	Informati on monitorin g/ facilitatio n	To whom
	Action	Area				
		Resources/ Student events	Admin Office	Website/ Social media/ News Letter	Regularly	Manager, Communications
b	Review all content prior to final publication. Check for consistency, grammar, and graphic file size. If editorial and/or design questions arise or if there is a need for more than minimal copy or design revision, then consult with the author.		Manager, Communicati ons	For all media	48hrs (excludin g Saturday, Sunday & holidays)	-Author  -Once finalized - for web content: IT Team  -For publication in monthly Newsletter /Annul Report etc.: Editorial team  - For Events brochure, webpage etc.: Event Coordinator -For Programme related, Program Coordinator For press release – Communication Manager
c	Develop University web pages, social media, maintains links to other web pages, ensure page download time 8-10 seconds through graphic optimization for all images, facilitate revisions and prevent contradictory information from appearing on the web site.		IT team	Website/ social media	48hrs	Originator/Author
d	Approval for all kind of publication in open domain (electronics as well as print)		Registrar/Hea d (Outreach)	IT / Editorial team/Communication Manager		

### **To Prevent Misuse of Social Media Posts**

It's important to carefully examine the content to be posted on social media. The content posted on the account shouldn't in any way damage the reputation of the institute.

The communication errors should be minimized and checking the content with competent authority before publishing needs to be a practice. The posts must be in line with the ethics and values of the institute and all policies relevant to TERI SAS.

#### **Social media accounts shouldn't be used to post:**

1. Content that harasses, bullies and intimidates or remotely becomes a tool to directly or indirectly cause harassment, bullying and intimidation.
2. Content intended to incite hatred that may or may not result in violence.
3. Any information or content that violates an individual's or any community's right to respect and dignity. No promotion of abusive content targeting an individual's age, disability, gender, race, religion or belief, sex or sexual orientation, reassignment, marriage/civil partnership and pregnancy/maternity should be exercised from the account.

#### **Communication through social media shouldn't be used to:**

1. Post content which is confidential in nature.
2. Discuss the internal workings and plans of the institute that aren't intended to be disclosed or communicated to the public.
3. Reveal or disclose intellectual property.
4. Use content and images without permission and/or without giving due credit/acknowledgement.

### **Legal Risks/Implications**

The staff and students are advised to be aware of the following legal implications associated with the use of social media:

1. Defamation:  
Any post on social media from the institute's account or even the personal account mentioning the institute's name which is untrue or has content that can damage/affect a person's or an organization's reputation can invite defamation.
2. Malicious falsehood:  
Posting untrue, damaging and malicious content about a person or organization that brings disrepute or financial loss to the subject can attract legal action.
3. Harassment:  
Using the social media account to stalk, troll or cyber-bully anyone that causes distress or alarm to any individual can attract legal action.
4. Intellectual property infringement:  
Posting content similar to or copies a major part of any work which isn't necessarily protected by copyright can attract legal action.
5. Disrupting communal harmony/spreading panic:

Posting content which has the potential to disrupt communal harmony by hurting sentiments of any community or spreading panic/terror by misinformation can invoke legal action against the responsible party.

### **Whistleblowing or Public Interest Disclosure**

Any member of the staff or a student who finds any malpractice, corruption, wrongdoing or impropriety taking place in the institute shall not post about it on social media. Instead, the person should reach out to Vice-Chancellor or the Registrar and inform him/her about the malpractice going on in the Deemed to be University.

### **Guidelines of Content to be shared from Personal and Professional Accounts**

It's needless to say that social media has been an important tool for personal and professional networking that certainly aids organization's/ institute's/individuals' growth.

Following are some recommendations that should be followed:

1. The staff and students using social media should maintain separate accounts for professional and personal networking.
2. Individual's personal account should not use Institute's branding.
3. The staff is advised not to discuss their work on social media and if they do, they should make it clear on their profile statement that the views expressed are their own and doesn't necessarily reflect those of TERI SAS.
4. The institute will not monitor employee's personal accounts. However, it is advised that they should exercise care and caution regarding their posts from personal accounts.
5. If any concern is raised regarding content posted from the staff's personal account and is found to be a misconduct (as per the TERI SAS Discipline Guidelines), the Deemed to be University reserves the right to request the removal of the content.



## **Countering Malicious Content**

Social Media is a platform where people exercise their freedom to express themselves. At times, people with nefarious intent post malicious content about individuals and organisations. Therefore, the very platform which gives an individual or organization a chance to express and evolve can also pose a threat.

### **What is Malicious Content?**

Malicious content refers to posting untrue and damaging content about a person or organization that brings disrepute or financial loss to the subject.

Anybody can post anything malicious from his/her or even anonymous fake accounts to sabotage one's reputation. Once started spreading, it becomes difficult to counter the malicious content. However, there are certain measures which can counter the virality of such content.

### **How does the malicious content get spread?**

Any individual or group can spread malicious content either from fake accounts or their accounts. At times, malicious content is posted from the victim's account/page after hacking the details.

Another way to spread malicious content is through platforms which operate on open source. Open source refers to software which allows its user to edit the content on the page i.e. Wikipedia.

### **Raise Alarm**

Raising alarm should be the first thing to counter the malicious content. One should inform the social media team or the administrative authority, i.e., Registrar. This holds for all kinds of malicious content and not only the information peddled on social media platforms or any other virtual platform. Any stakeholder of TERI SAS including the faculty, students, and staff can raise alarm. However, the communication team must also keep an eye on social media platforms.

### **First step to counter-Just report the post**

Majority of the popular social media platforms have the option to report any post which one finds malicious. But reporting the post alone doesn't guarantee removal of the post from that particular platform. In most cases, it depends on a particular platform's jurisdiction to take a call on the complaint.

For example, if Facebook receives a complaint against any post, it takes a call whether the post is against the community standards prescribed by the platform.

**The Legal course may follow**

The institute reserves the right to take legal action against the individual, group or organization which tries to defame the institute. The police departments in all states have a separate section for cyber-crimes.

**Handling of quasi-official Social Media accounts**

TERI SAS has multiple official social media accounts/pages for different social media platforms. But there are some accounts/pages which are quasi-official and are operated by other stakeholders like the students.

To maintain effective monitoring over these pages, IT team can ask the people using the account/page to share the details of the accounts.

However, it needs to be stated clearly that monitoring doesn't intend to censor the freedom exercised by the students unless it is required. The IT team can further pass the details to the next incumbents, but the account/page shall only be managed by the students.

## **Best Practices**

As we know that social media's potential is limitless and so are the dividends to be harnessed. Effective and timely implementation of the right strategy can help an institute increase its presence on social media. This eventually contributes to enhancing the institute's reputation among its target audience i.e. the aspiring students, faculty, industry and research organisations.

### **Some best practices for effective use of social media are:**

1. Define Goals and Strategies Accordingly

Every social media platform requires a different strategy to engage with the target audience. The plan should be devised as per the character of the larger audience on a particular social media platform. For example, the posts effective for a platform like Facebook may not be as effective on LinkedIn. Some platforms such as Twitter also have word limits for the posts. This requires different strategies for different platforms.

2. Monitor, Observe and Engage

Different social media platforms have their own styles to engage. Effective communication using these platforms requires careful monitoring of the content. The understanding of what works where and when is a must. Once understood, the right changes need to be made in the content strategy. This includes the drafting of the engaging content, design of the content and the timing at which the content is posted. Effective engagement with the target audience is also a must. The comments received on the posts need to be answered to enhance the engagement. If necessary the links to the concerned departments can also be shared in the comment section to answer a query.

3. Use Of Conventional Means

Social media platforms are for unofficial communication. The queries and leads received on social media shall be answered and followed respectively through the official channels of communication such as email and telephone, if necessary.

4. Be Respectful

For effective communication on social media, the incumbent has to be respectful to the audience regardless of negative comments or feedback. The incumbent should strive for accuracy, professionalism and respectfulness at all times on social media sites and arguments should be avoided.

5. No Unapproved Posts

The official pages/accounts of the institute work as the official spokesperson/statement of the institute, therefore, all the content that goes on social media should be duly approved by the competent authority before being posted.

6. Effective Surveillance

The social media platforms are great influencers and the content posted on social media plays a key role in maintaining effective communication that leads to image building. While the incumbent should adhere to all the regulations and policies of the institute, the supervisor needs to closely monitor various platforms concerning the content posted and engagement that follows.

7. Beat the Monotony

The engagement on social media posts depends on the interest of the audience and therefore, the posts should be heterogeneous. The right mixture of posts keeps the audience engaged. The use of the different form of content such as creatives, photos and videos should be effectively planned/strategized.

**Incentivization of Social Media Activity**

The institute shall consider rewarding proper use of social media activity by faculty, staff, students and quasi-official channels of the institute. This may be done in the form of virtual certificates, prominence in the official social media channels or any other form of reward found suitable by the management.

**Enclosure 4**

**[SECOND DRAFT- Submitted to the Committee]**  
**TERI School of Advanced Studies**  
**Strategic Plan**

Strategic Plan of the TERI School of Advanced Studies (TERI SAS) is a roadmap for realising its vision of '*accelerating the transition towards a more sustainable world through the creation of knowledge and human capacity*' and accomplishing its mission of enhancing '*knowledge through research and contributing to the discourse on sustainability issues at the national and global levels*'. This Strategic Plan is drafted not only based on *impactful stories* that TERI SAS have had so far, but also after a careful evaluation of the *challenges* to the *unique model* of an institution that the School represents. This Plan is also a necessary outcome of the problems and opportunities that the new globalised-competitive-digitised world offers to the *Generation Z* in the era of 'anthropogenic global warming' in the backdrop of their aspirations of 'sustainable development'. While endorsing its commitment towards 'designing and delivering academic programmes, training and research on sustainability issues relevant to all streams of life and across age groups and assimilating the latest science and evidence', the School re-affirms its core-values viz;

- To instil the knowledge of, and desire for systematic approaches to problem-solving
- To empower the commitment towards environmental protection and social justice
- To constructively engage in deliberative processes
- To promote critical and solution-oriented thinking.

**About the Institution:**

TERI School of Advanced Studies was established in 1998 as a Trust under the Indian Trust Act, 1882, by The Energy Resources Institute (TERI). It is a Higher Education Institution declared by the Ministry of Human Resources Development, Government of India as a Deemed-to be-University under Section 3 of the University Grants Commission Act, 1956. TERI SAS and all its academic Programmes are always in harmony with the norms of various Regulatory agencies of the Government such as the University Grants Commission, All India Council for Technical Education, Distance Education Council and National Assessment and Accreditation Council (NAAC). TERI SAS shall always remain committed to being in full compliance with all the regulatory requirements.

**A Unique Model of learning and research aimed at bridging the 'Theory-Practice' Divide:**

With TERI as its sponsoring society, TERI SAS has always focused its attention on developing a set of learning programmes that are supported by the research on issues of energy, environment and sustainability being undertaken by TERI. It is envisioned that the academic rigour brought out by faculty members would enhance the quality of TERI's practice-focused research, whereas the state-of-art of research at TERI would continuously freshen up the curriculum of TERI SAS's programmes and increase its societal relevance. This synergistic relationship, to bridge the 'theory-practice divide' has been the greatest strength of both the Institutes towards their contribution to India and the world. TERI SAS, along with TERI shall, remain committed to, and further strengthen this model of research and teaching in the future.

**'Green Campus' committed to Going Carbon Neutral by 2050:**

Since 2008, TERI SAS functions from its 'Green Campus', located in Vasant Kunj- a prominent institutional area in New Delhi. A new campus is being set up in Gachibowli at Hyderabad, and another one is being planned at Guwahati. Our campuses have been designed to provide a setting that enhances learning while simultaneously showcasing the concept of modern green buildings. The School is equipped with world-class, energy-efficient and digital infrastructure with a minimal carbon footprint. A significant share of its energy demand at the Delhi campus is generated from a 48kWp (DC-Side) solar energy system installed on the site. As an institution dedicated to

sustainable development, the School has committed to going carbon neutral by 2050. It has pledged to that effect at the United Nations Climate Action Summit, 2019.

**Academic Goodwill & Reputation:**

Over the years, the academic reputation of TERI SAS has also grown within the country and beyond the borders and is known for providing 'Thought Leadership' in the field of sustainable development. The School, its faculty, students, and alumni have been recognised internationally for the outstanding quality of its programmes, and contribution to research pertaining to issues affecting the industry, and society in general. The School, its strategy and activities have been moulded by great visionaries such as Dr. R.K Pachuari, Dr. Vibha Dhawan, Dr. Leena Srivastava in the past. Currently, the School is headed by Dr Shailesh Nayak, an eminent scientist as the Chancellor and Prof. Mani Padma Dutta, an expert in financial management, as the Vice-Chancellor (acting). In the past, the School was ranked as a top research university by various agencies such as NIRF and other agencies and its faculty and students have won many awards and recognitions. The list includes:

- TERI SAS is an Observer to the United Nations Convention to Combat Desertification (UNCCD) Conference Of Parties (COP) and its Subsidiary Bodies and thereby contributing to the policymaking at the international level
- Recognition as a Scientific & Industrial Research Organization (SIRO) by the Department of Scientific and Industrial Research (DSIR), Government of India
- The UN GCNI (Global Compact Network India) Award at the 3rd Innovative Practices Awards 2019 on SDGs of Global Compact Network India's 14th National Convention held in Mumbai on 31st May 2019
- A member of prestigious international alliances such as the IRENA Coalition for Action; the International Universities Climate Alliance, and also a member of an international consortium to offer a Joint International Master's Programme in Sustainable Development along with Karl-Franzens-University Graz, Austria; Ca' Foscari University Venice, Italy; Leipzig University, Germany and Utrecht University, The Netherlands.
- A research study conducted by TERI SAS in collaboration with Columbia University, New York which exposed the dangerous level of arsenic contamination in Indus Basin has been cited as one of the fifteen scientific achievements in 2018 in India.
- The title 'Greenest University and Research Institution' at RTCC 2013 Awards held at Warsaw as part of UNFCCC COP 19
- The University with the 'Most Innovative Curriculum' Award at the India Today Aspire Education Summit Awards 2012
- The faculty, students and alumni of the School have been recognised for their contribution and merit in research and learning. They have been awarded prestigious *Fulbright Fellowships; Alexander Von Humboldt Fellowship; Ramalingaswamy Fellowships; Young Scientist Award by International Union of Geological Sciences; DAAD Scholarships; Young Scientist Awards and Inspire Research Fellowships from Department of Science and Technology, Government of India; Global Network for Health Equity Fellowship; Think Tank Initiative Fellowship, Institute of Economic Growth; Best Innovation Project Award in Agricultural Biotechnology, BIRAC, Department of Biotechnology; Sir Ratan Tata Trust Fellowship; Fellowship of Royal Anthropological Institute of Great Britain and Ireland; Fellowship by Max Planck Society; Fellow of Wessex Institute, UK; .....<sup>2</sup>etc.*

TERI SAS shall remain committed to the reputation that it has achieved in the past and shall strengthen this further in the future as well.

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<sup>2</sup> Please include awards, fellowships, etc that faculty members and students received ...

**Placement Reputation:**

Students of TERI SAS are being recruited by leading recruiters like TCS, PWC, Suzlon, Infosys, Wipro, HPCL, IOCL, KPMG, E&Y, *Ambuja Cement*, *ACC*, and many others. All these recruiters have expressed satisfaction with the employability skills of the students. The School is committed to enhancing further the competency of its graduates in acquiring *adaptive expertise* in the area of their specialisation. The placement cell of the university is working in this direction.

**Faculty to Student Ratio:**

It is a proven fact that a lower faculty to student ratio enables students to nurture effective interactions with teachers and peers. While the notion of an excellent student-to-faculty ratio varies across the world, there is a consensus that a good student-to-faculty ratio is something that is lower than 1: 20. In India, as per the National Institutional Ranking Framework (NIRF) norms a faculty-to-student ratio of 1: 10 fetches maximum marks in the ranking process. In this regard, TERI SAS has a faculty-to-student ratio of 1: 11. The School is committed to further lower this ratio in the future by recruiting more regular faculty.

**International Students and faculty:**

Learning in this globalised world requires teachers who are exposed to pedagogy and research in other countries. Towards this end majority of the faculty at TERI SAS are having international training and exposure. Similarly, international students expose the campus to a more vibrant, plural and cosmopolitan experience making learning and research more global. In this regard, TERI SAS has many regular and exchange students both at the masters and doctoral level arriving from across the world. In the future, the School will continue to take appropriate steps for enrolling a more significant number of international students and employing international faculty on its rolls.

**Papers per Faculty/Researcher and Citations per Paper:**

Papers per Faculty and Citations per Paper is considered to be one of the widely accepted indicators of research strength of a University. TERI SAS in this regard currently has .....<sup>3</sup> citations per faculty which is an indicator of the research strength of the School. At the same time, the School shall make attempts to improve the numbers of quality papers published by its researchers/faculty and also take measures to enhance the average citations per paper at par with leading research universities in India.

**Meaningful International and National Collaborations:**

Understanding and acknowledging the relevance and importance of global perspectives in higher education, TERI SAS has entered into several Memorandums of Understanding (MoUs) with several international universities and research institutions. Such mutually beneficial MoU's facilitate the exchange of students, faculty, knowledge, resources and ideas. The School shall remain committed to strengthening such international and national collaborations in the future.

**Plans for Academic/Research and Other Activities:**

The School shall also be committed to achieving the following aspects:

**A. Student Focussed Initiatives**

- To provide academic support in the form of effective mentoring for students to acquire sector-specific employability skills.
- To improve the overall student experience, using student-led dialogue as the basis for planning.
- To encourage innovative and entrepreneurial activities of students via implementation plans by the Institute Innovation Council (IIC).
- To encourage and mentor students to publish their theses/dissertations/research in journals listed in UGC CARE / as books/book chapters with prominent publishers/ as TERI SAS working papers.
- To assist students in integrating course-specific outcomes with other forms of learnings like internships, fellowships, minor project, *etc.*

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<sup>3</sup> Have requested Mr. Ratan Jha to provide details

- To develop a robust alumni base and network and to facilitate networking and mentoring relationships between students and alumni.
- To adopt and encourage a culture that recognises the importance of giving back to the School by the alumni through their expertise, time, energy or opportunities

**B. Research/Teaching/Learning Focussed Initiatives**

- To encourage enhancement of skills like teamwork, leadership, effective communication, interdisciplinary research and teaching, consultancy management.
- To establish TERI SAS as a resource centre for knowledge on 'Sustainable Development' across disciplines.
- To strengthen research collaboration between TERI and TERI-SAS and to establish a 'Centre for Case Studies'.
- To promote a healthy balance between administrative, teaching, research, and consultancy aspirations of the faculty members while developing an innovative resource sharing model.
- To develop and offer new Programmes and Courses and regular revision of academic programmes through a wider stakeholder and expert consultation (which we already have) to reflect latest developments in the field of relevant research, industry, policy, and society at large

**C. Community Engagement and Social Justice Initiatives**

- To inculcate an educational environment where students learn through engaging with the community.
- To encourage and provide financial support to students from under-represented groups including students with disabilities; students from socially and economically disadvantaged groups/communities; students from areas that are geographically alienated; and students from other underprivileged groups to pursue higher education and research.
- To encourage student-led departmental/programme wise events with participation from schools, colleges, community, industry *etc.* to not only build leadership for sustainability outreach amongst students but also use these platforms for more comprehensive social outreach on different dimensions of sustainability.
- Dissemination of Equal opportunity and gender equality perspectives.
- To organise sensitisation workshops/campaigns on the issue of sexual harassment at workplaces and the role of the Internal Complaints Committee (ICC).
- To increase the provision of hostels/ certified safe accommodation for female students coming from outside Delhi.

**D. Life@Campus Initiatives**

- To create a safe, diverse, and culturally vibrant student community.
- To develop a campus culture to promote and enhance student's identity with TERI SAS, its vision and mission.
- To expand career development support to students.

**E. Infrastructure Focussed Initiatives**

- To undertake periodic review of available technology, library resources, upgradation of Wi-Fi bandwidth in the campus.
- To upgrade laboratories with the latest types of equipment.
- To facilitate adequate remote access to library resources.
- To periodically inspect and improve classroom amenities.



**Enclosure 5****LIST OF STUDENTS WHO WILL BE AWARDED DEGREES AND OTHER ACADEMIC TITLES BASED ON FINAL EXAMINATION 2020****MA (Sustainable Development Practice - class of 2018)**

<b>Name</b>	<b>Registration No.</b>
Abhishek Toppo	1800006MAS
Aditi Goyal	1800010MAS
Aishwarya Shirish Kulkarni	1800015MAS
Anuradha Barua	1800031MAS
Ayat Tayebulla	1800045MAS
Arnima Jain	1800046MAS
Bedika Borah	1800060MAS
Digangana Deb	1800069MAS
Dipti S	1800087MAS
George Jeevan Roy	1800089MAS
Kriti Jijja	1800096MAS
Kritika Kothari	1800108MAS
Kishlay	1800122MAS
Harshita Pande	1800127MAS
Manas Agnihotri	1800139MAS
Nibadita Adhikari	1800143MAS
Pratik Akash	1800152MAS
Raji Sharma	1800162MAS
Ridhi	1800174MAS
Sanya Grover	1800189MAS
Sarvesh Sharma	1800190MAS
Vanika Bajaj Sayal	1800241MAS
Vedanshi Bhartia	1800242MAS
Vindhya Kaushal	1800245MAS

**M.Sc (Environmental Studies and Resource Management) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Adeel Khan	1800009MSE
Ajita Sethi	1800016MSE
Akriti Roy	1800019MSE
Amishi Tewari	1800022MSE
Aparna K	1800035MSE
Aritra Roy	1800041MSE
Ashwarya Singh	1800053MSE
Bharath Chandran C	1800059MSE
Eti Drolia	1800083MSE
Harshit Hareshchandra Soni	1800097MSE
Kanchan Kargwal	1800103MSE
Manulaxmi Yadav	1800109MSE
Khyati Mynam	1800117MSE

Gunjan Arora	1800121MSE
Meghlayana Banerjee	1800126MSE
Malavika Sanjay Gundawar	1800128MSE
Harshita Sharma	1800141MSE
Prity Chowdhury	1800157MSE
Raj	1800160MSE
Rakhi Chaudhary	1800163MSE
Reuben Chimed Gergan	1800170MSE
Rhea Malhotra	1800171MSE
Sakshi	1800181MSE
Sakshi Tiwari	1800182MSE
Shaaranya Mishra	1800194MSE
Shreya Guha	1800203MSE
Shriti Kumar	1800205MSE
Shruthi Kottillil	1800206MSE
Shweta Khokhar	1800208MSE
Sruthi S	1800220MSE
Sudha Kottillil	1800222MSE
Sulisha Sharma	1800224MSE
Swati Mittal	1800230MSE
Urjaswi Sondhi	1800238MSE
Vaibhav Srivastava	1800240MSE
Shraddha Verma	1800269MSE
Akonkwa Kahasha Pascal	1800273MSE

**M.Sc (Geoinformatics) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Abhishek Pandey	1800005MSG
Aditya Singh	1800014MSG
Akriti Yadav	1800020MSG
Ashna Kumar	1800043MSG
Ayushi Baweja	1800049MSG
Giti Sharma	1800079MSG
Minakshi Joshi	1800101MSG
Istuti Raajvanshi	1800130MSG
Rakhi Ojha	1800164MSG
Ritu	1800177MSG
Sanchari Kundu	1800186MSG
Shivani Gupta	1800200MSG
Shivansh Ghildiyal	1800201MSG
Sriharish Narasimhan	1800218MSG
Svalk Vyshnavi Chithirala	1800228MSG
Aminu Abdulwahab	1800275MSG

**M.Sc (Plant Biotechnology) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Akshat Deovra	1800021MSP
Chhaya Dhingra	1800071MSP
Harshita Saxena	1800095MSP
Harshita Negi	1800106MSP

Prerna Sabharwal	1800155MSP
Ravpreet Kaur	1800167MSP
Simran Gupta	1800209MSP

**M.Sc (Climate Science and Policy) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Bhavya Jyoti Batra	1800082MSC
Diti Manoj Mathew	1800088MSC
Pritha Chakraborty	1800156MSC
Shikhita Gupta	1800198MSC
Soham Banerjee	1800213MSC
Tulip Kumar Das	1800236MSC
Veena C P	1800244MSC
Shubhi Goel	1800270MSC
Surbhi Rana	1800273MSC

**M.Sc (Economics) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Abhishree	1800007MSO
Abijeet Singh	1800008MSO
Ankita Madan	1800027MSO
Arijeet Krishna Srivastava	1800040MSO
Deeksha Agnihotri	1800057MSO
Ayushi Khurana	1800072MSO
Devina Chaturvedi	1800075MSO
Gopalika Arora	1800085MSO
Debanjali Dasgupta	1800090MSO
Megha Kapoor	1800113MSO
Himani Jain	1800119MSO
Mrigakshi Tandon	1800134MSO
Rithvik Kumar	1800176MSO
Rohan Mahajan	1800179MSO
Saloni Agarwal	1800183MSO
Sonali Malhotra	1800214MSO
Srishti Bagadia	1800219MSO
Tarul Jain	1800231MSO
Tavisha Dua	1800232MSO
Yashi Puri	1800249MSO

**M.Sc (Water Science and Governance) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Ananya Malik	1800023MSW
Dikshita Arora	1800080MSW
Tejaswi Rajendrakumar Joshi	1800233MSW
Rashi Kakkar	1800234MSW

**MBA (Business Sustainability) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Aarushi Dhingra	1800003MBB
Anjali Dhaka	1800025MBB

Anuja Singh	1800030MBB
Archana Mhaskey	1800039MBB
Avinash Babu M	1800055MBB
Divya Rai	1800064MBB
Gaurav Chauhan	1800094MBB
Jugal Vyas	1800100MBB
Mridul Bagga	1800110MBB
Meghanand Ram Gopal	1800132MBB
Malhar Agrawal	1800137MBB
Nitish Kumar Parihar	1800148MBB
Raghav Nagpal	1800159MBB
Rajat R Khajane	1800161MBB
Rishabh Nayyar	1800175MBB
Zahwa Fayaz Bakshi	1800250MBB

**MBA (Infrastructure) - class of 2018**

Name	Registration No.
Nalin Bhati	1800125MBI
Rohan Sharma	1800180MBI
Spandan Kumar Sarma	1800217MBI
Utsav Shukla	1800239MBI

**M.Tech (Renewable Energy Engineering and Management) - class of 2018**

Name	Registration No.
Ankita Sharma	1800028MTR
Avinash Kumar Singh	1800048MTR
Ashish Vasant Rokde	1800050MTR
Ashita Srivastava	1800054MTR
N. Balaji	1800056MTR
Gauri Menon	1800066MTR
Chetan Gusain	1800068MTR
Ditipriya Bose	1800078MTR
Ruparel Maulik Narendra	1800098MTR
Kari Srinu	1800115MTR
Madhumitha Chilkoorlaxminarasimhan	1800118MTR
Moirangthem Haribika	1800120MTR
Meera Menon	1800124MTR
Kerwyn Donald Dsouza	1800129MTR
Md Anas Imam	1800133MTR
Nikhil Jatain	1800145MTR
Prachi Raghav	1800150MTR
Riyaz Husain	1800178MTR
Sandeep Suman	1800187MTR
Shadman Haque	1800195MTR
Snehalata Jaypramod Pankadan	1800212MTR
Sounak Mukherjee	1800216MTR
Suchit Pandurang Hoti	1800221MTR
Suraiya Rahman	1800227MTR
Swapnil Nandu Nikam	1800229MTR
Zubin Anand	1800251MTR

Saurabh Nepal	1800276MTR
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**M.Tech (Urban Development Management) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Akanksha Dewan	1800018MTU
Ananyo Bandyopadhyay	1800024MTU
Anushkriti	1800034MTU
Apurva Janardan Sinkar	1800037MTU
Apurva Sethia	1800038MTU
Disha Khanna	1800073MTU
Debasish Mohapatra	1800074MTU
Barkha Sharma	1800076MTU
Mehak Arora	1800123MTU
Renuka Sanjay Kulkarni	1800169MTU
Sattaru Manohar	1800191MTU
Shreyas Ashok Chorgi	1800204MTU
Shubra Vishnu Bhatkulkar	1800207MTU
Simran Purswani	1800210MTU
Sukanksha Agrawal	1800223MTU
Trisha Bordoloi	1800234MTU
Anamika Yadav	1800268MTU

**M.Tech (Water Resources Engineering and Management) - class of 2018**

<b>Name</b>	<b>Registration No.</b>
Hardi Bhavneshbhai Sukhadiya	1800252MTWR
Sidhant Raheja	1800253MTWR
Palash Raghava	1800254MTWR
Manjaut Kaur Saluja	1800255MTWR
Aishani Nitingiri Goswami	1800256MTWR
Akash Gaur	1800257MTWR
Nitish Rai	1800259MTWR
Apoorv Bhawani Nandwana	1800260MTWR
Vinni Munjal	1800261MTWR

**LLM - class of 2019**

<b>Name</b>	<b>Registration No.</b>
Anirudh Singh	1900001LLM
Kumar Sambhav Chauhan	1900002LLM
Mansi Bachani	1900003LLM
Aishwarya Sharma	1900004LLM
Krupa Vishwadhar Naik	1900006LLM
Nishchint Rawat	1900008LLM
Saransh	1900009LLM
Pooja Chandran	1900010LLM
Amritambu Satyarthi	1900011LLM
Rajiv Kumar Jha	1900012LLM
Swati Vishan	1900013LLM
Vibhuti Rana	1900014LLM
Kitty Dolly	1900015LLM
E Abhay Krishna	1900016LLM

Mehak Dudeja	1900017LLM
Rachna Jha	1900018LLM
Aditi Jain	1900020LLM
Diksha Sharma	1900022LLM
Srishti Aggarwal	1900025LLM
Vaibhav Kumar Jha	1900026LLM
Ashwarya	1900027LLM
Vardan Sharma	1900240LLM

**Doctoral degree**

<b>Name</b>	<b>Registration No.</b>
Snehlata Tigala	1407RNA
Aparna Tyagi	1221RNB
Saad Nazif Ahamad Faruqui	1520REA
Michael Obiora Dioha	1637REB
Priyanka	1405RNA
Anchala Kumari	1543RBB
Roopam Shukla	1330RNB
Rohit Sharma	1327RNB
Tanu Sri	1124RBB
Varsha Bisht	1547RBB

**MA (PP&SD) - 2018**

<b>Name</b>	<b>Registration No.</b>
Anita Karn	1800327MAP
Ratna Thakur	1800333MAP

**Advanced Post Graduate Diploma in Renewable Energy**

<b>Name</b>	<b>Registration No.</b>
Abhishek Sanjay Gode	1701547DLR
Alok Verma	1701067DLR
Ankur Shrivastava	1701507DLR
Arjun K V	1701509DLR
Arun Thakur	1701510DLR
Govindhasamy Puthisigamani	1701517DLR
Manoj Kumar Srivastava	1701521DLR
Puneet Kumar	1701526DLR
Rahul Singh	1701529DLR
Ramesh S	1701530DLR
Ravi Prakash Yadav	1701531DLR
Santosh Singh	1701098DLR
Soumitra Marathe	1701555DLR
Tanika Jalan	1701539DLR
Viraj Shetty	1701544DLR
Zabiullah Yama Tahirzada	1679DREB

**Post Graduate Diploma in Renewable Energy**

<b>Name</b>	<b>Registration No.</b>
Abhishek Dalal	1801501DLR
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Ankur	1801505DLR
Arun Dutta	1801506DLR
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Bheemreddy Raghu	1801508DLR
Hitesh Kumar Dewani	1801511DLR
Kartikey Tewari	1661DREB
Pallavi Gupta	1801516DLR
Pradeep Thapa	1801518DLR
Rakesh Kumar Dash	1801520DLR
Shivani Sithu Premnath	1801527DLR
Vivek Bharti	1801532DLR

**Backlog degrees**

<b>Name</b>	<b>Registration No.</b>
Abhipsha Chakraborty	1700127MSO
P Saah Vannie	1700271MSC
Shirish Bhatt	1700086MAS
Sugandha Chandra	1700143MAS
Divyanshi Vohra	1700235MSO