Government of Telangana
Department of Higher Education

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(draft)
Record of discussions with CRISP
12th April 2023

Government of Telangana (GoT) has invited the Centre for Research in Schemes and Policies (CRISP), formed by 10 senior civil servants who worked at the level of Secretaries to Government of India, to work along with State Government for further improvement of the higher education system based on the principles of quality, equity, employability and excellence. The list of attendees is enclosed.

2.   The Centre for Research in Schemes and Policies (CRISP) has made a presentation of the philosophy of CRISP and also presented the outlines of a project prepared for Telangana State named 'Higher Educational Institutions-Standardisation and Transformation for Excellence (HI-STEP) for Telangana'. Copy of the presentation is enclosed.

3.   The main features of the project are:

a) Telangana is enjoying **unprecedented opportunities** due to the explosive growth and presence of several knowledge enterprises – both Private and Govt. If local **youth have to be a part of this growth story**, the higher education system has to be substantially transformed.

b) Though the **Gross Enrolment Ratio (GER)** in higher education is substantially higher than national average, Telangana needs to step up and compete with States like Kerala and Delhi to reckon among the global best.

c) The colleges, which have the bulk of student population, have to be specially supported to be **ranked as the best colleges** in the Country under the NIRF. At least 50 colleges can be taken for this project.

d) Only 12% of the colleges are **accredited. This has to double to 25%** in the next 3 years, which will ensure that quality education is made available to large number of students. At least 400 colleges can be identified for this project.

e) **Embedding skills in higher education** can help **50% of the degree students getting campus placements**. This would involve regulatory enablers, identifying high-order skills, and setting up training Centres within the colleges.

f) **Promoting innovation** in the colleges (and linking with T-Hub) is essential if the efforts like T-Hub are fully utilized by the local youth. We

need to work along with Innovation Cell and bring in innovation ecosystem in the universities and colleges.

g) Knowledge creation has to be the main function of the higher education system. There is a need for **investing in Research** which will energize the faculty of universities and colleges and will be a cornerstone of the transformation strategy. CRISP will prepare draft schemes for this.

h) **Improving quality of instruction** in the colleges, especially the general education colleges needs a major effort. For this, review of curriculum, change of pedagogy, use of EdTech and faculty motivation will be needed. A comprehensive plan will be prepared for this purpose.

i) **Internationalisation** of education system and tie-up with the best world universities can catapult Telangana education to the global level. The twinning of semesters, joint research projects, exchange visits can help in this. A scheme will be prepared for this purpose.

4. CRISP has committed to place a highly qualified and motivated team to work along with TSHEC on no-cost basis and to mentor the team, not only for prepared detailed project plans, but also in supporting the State Government for its implementation. It is tentatively proposed that to start operations from 1st June 2023, although for the skill-embedding in higher education work can begin immediately under the guidance of Sri VLVSS Subba Rao IES.

5. Government of Telangana welcomed the CRISP initiative and a MoU has been signed between both (copy enclosed). Under this, Govt of Telangana would provide working space for the CRISP team, preferably with TSHEC; and would facilitate operation of the HI-STEP project by providing logistics as needed.

The meeting ended with thanks to the Chair.

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Government of Telangana
Department of Higher Education
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List of Attendees

Govt of Telangana

1. Sri Navin Mittal IAS, Commissioner Higher Education
2. Ms Karuna Vakati IAS, Secretary Education
3. Prof R. Limbadri Chairman
4. Prof V Venkata Ramana Vice Chairman TSCHE
5. Prof T. Ramesh, Vice Chancellor Kakatiya University
6. Prof D Ravinder, Vice Chancellor Osmania University
7. Prof Ch Gopal Reddy, Vice Chancellor Mahtama Gandhi University, Nalgonda
8. Prof Mallesh Sankasala, Vice Chancellor Satavahana University
9. Prof M. Vijjulatha, Vice Chancellor, Telangana Mahila Viswa Vidyalayam
10.

From CRISP

1. Sri R Subrahmanyam IAS Secretary
2. Sri VLVSS Subba Rao IES
3. Dr Rama Kondapalli State Lead for Telangana

Our Origin

CRISP is formed by 10 Former Secretaries to Govt. of India, each with 3 decades of experience in the social sector.

Our Purpose

Support the government in designing and redesigning social sector programmes/policies for the larger social good.

Our Structure

CRISP is a non-profit society under the Societies Registration Act 1860 as per Section 20 of the Act (with All India jurisdiction).

Founding Members

CRISP
Deliberate. Design. Deliver.

S M Vijayanand
IAS 1981

T. Vijay Kumar
IAS - 1983

Sitaraman Janardan Kunte
IAS

R. Subrahmanyam
IAS - 1985

Brij Kumar Agarwal
IAS - 1985

Pushpa Subrahmanyam
IAS - 1985

Radhey Shyam Julania
IAS - 1985

Rajiv Sadanandan
IAS - 1985

Sandhya Kanneganti
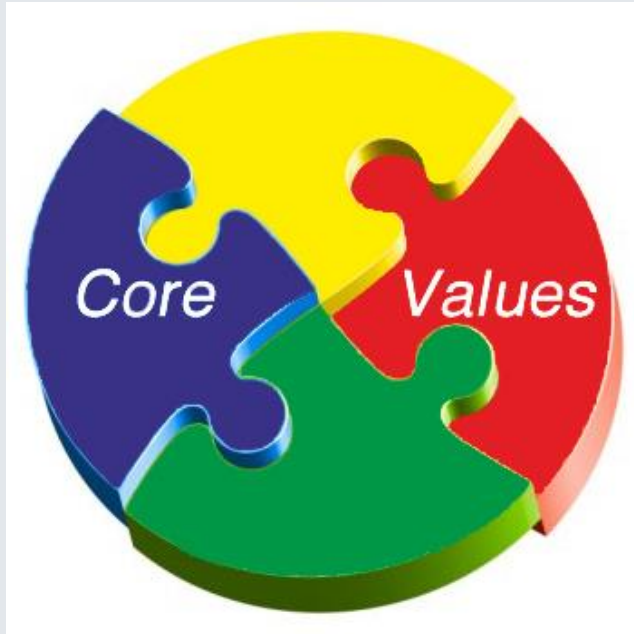Indian Postal Service - 1986

Dr. Sekhar Bonu
IAS - 1987

Founding principles of CRISP

- Supporting the State Govts at no cost

- Dedicated teams embedded with Govt

- Synergetic partnership with stakeholders

- Finding solutions, not finding faults

- Learn from best practices

Service without Cost

Participatory Approach

Work for Social Justice

Support through Experience

Synergetic Partnerships

Promote Social Accountability

Focus on Improvement

Values of CRISP

Professionalism in operations

Evidence-based research

Focus on Solutions, not problems

Maximise welfare in social sector

Empathy and simplicity
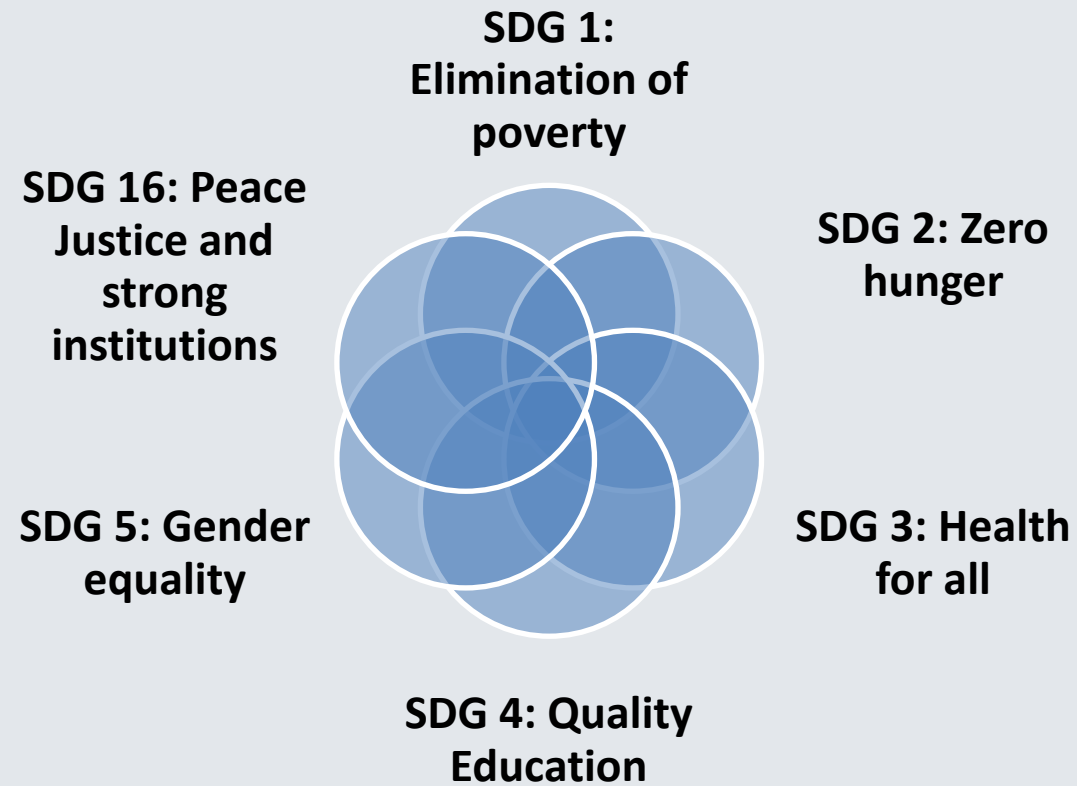
Focus on Social Sector

- Rural Development and Panchayat Raj
- Livelihoods for the poor – Urban and Rural
- Education – School and Higher Education
- Health
- Institution Building
- MSMEs and Micro Enterprises
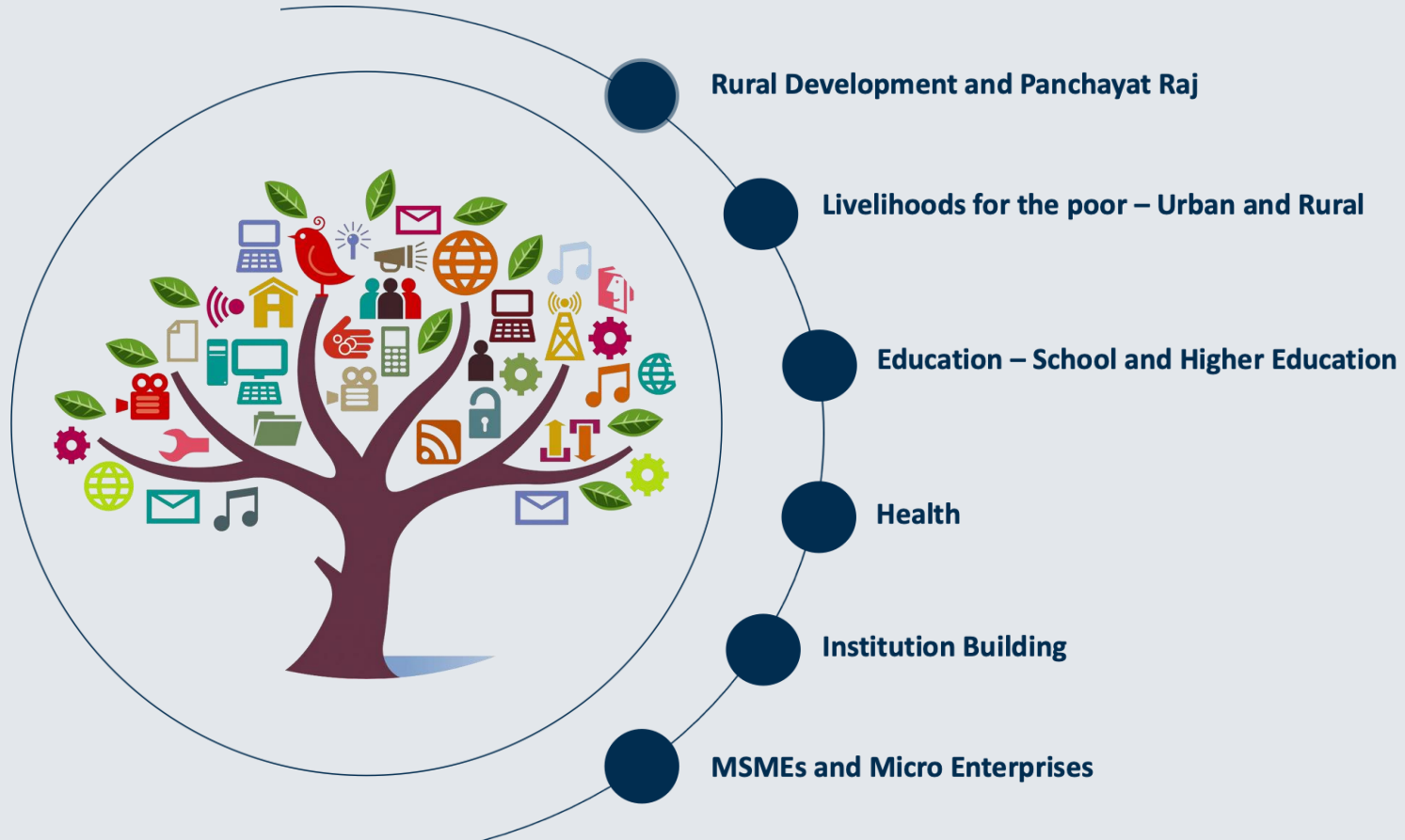
Higher Educational institutions Standardisation, Transformation and Excellence Project (HI-STEP)

For Telangana State

Telangana Higher Education

- 8th Largest State in India,

- GER- One of the highest in India, but needs to expand

- Highest college density (HEIs per lakh population) in the Country

- 31 Universities & 2065 colleges (53 colleges per lakh population)

- 78% colleges privately managed

Unprecedented opportunities

- Top IT Exporting State of India with 68 Special Economic Zones

- Pharma Capital of the Country

- Large number of defence, scientific establishments

- 65% GDP accounting from services (major GDP coming from IT and Biotechnology)

- Unstated 2nd capital of the Country

Huge employment potential but with higher qualifications

- *Life Sciences – Genome valley*
- *IT hardware,*
- *Food Processing ,*
- *Textiles & Apparel,*
- *Waste management &Green Technologies,*
- *Renewable Energy &Solar power,*
- *Engineering & Capital Goods,*
- *Automobiles,*
- *Gems &Jewelry,*
- *FMCG &Domestic appliances,*
- *Mineral &wood based Industries ,*
- *Precision Engineering and Plastics and Polymers*

High GER, but needs to step up

GER in Higher Education
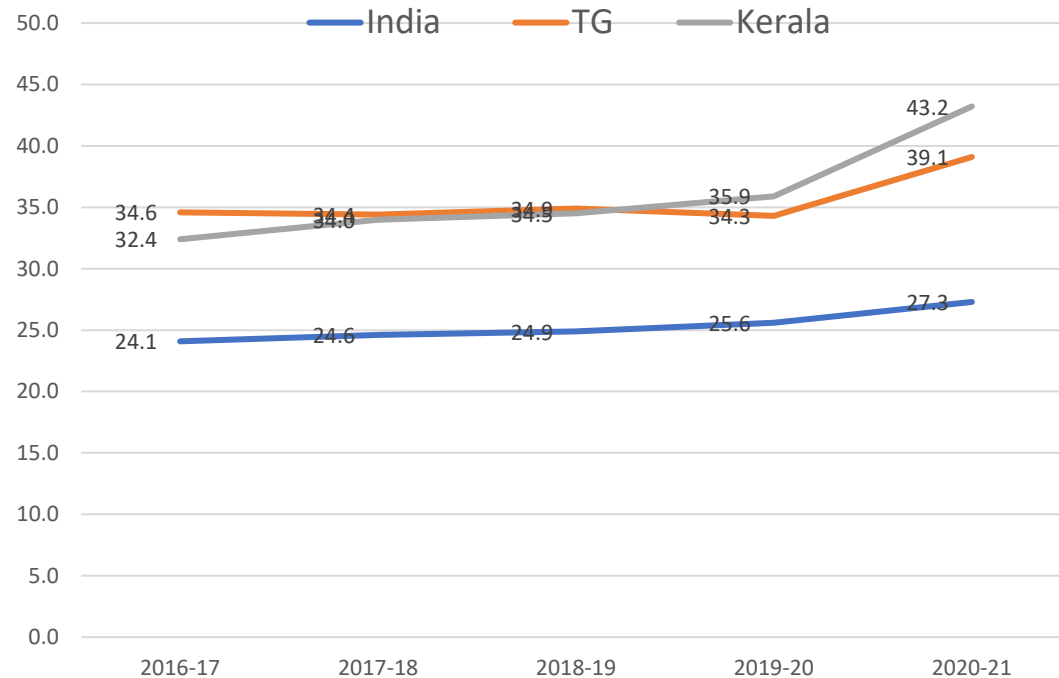
	India	TG	Kerala
2016-17	24.1	34.6	32.4
2017-18	24.6	34.4	34.0
2018-19	24.9	34.9	34.5
2019-20	25.6	34.3	35.9
2020-21	27.3	39.1	43.2

NIRF Status

HEI	Participation	Rank Band
University	12	2 (1 State Univ)
Colleges	83 (23 Govt. Colleges)	0
Engineering	21	2 (
Pharmacy	8	1
Law	6	1(NALSAR)
Overall	95	4
With 365 participating Institutions Maharashtra tops followed by Tamilnadu-250, Karnataka 200 and UP &M.P with 100 colleges each		

HI-STEP Goal:
Colleges in NIRF rankings

Goal:
- To bring 25 colleges in national (NIRF) rankings in 2 years and 50 in 4 years

Strategy:
- Identify 100 colleges
- Improve the teacher
- Work on 5 parameters of NIRF

Majority of institutions yet to be accredited

HEI	Total No	Accredited	% Accredited	% to be Accredited
University	31	15	48	52
Colleges	2065	245	12	87

HI-STEP goal:
To improve accreditation of colleges

Goal:

- To see that 25% colleges get accredited in the next 3 years

Strategy:

- To identify 400 colleges and prepare them for accreditation by NAAC

HI-STEP Goal: Skill embedded courses

Goal:

Campus placements through job-oriented courses for 50% of the 2nd / 3rd year students;

Strategy:

- SSCs to start skill courses in selected colleges

- Modify existing degree/ technical courses to provide for 1200 hours of skill courses

- Increased Internships and Project work

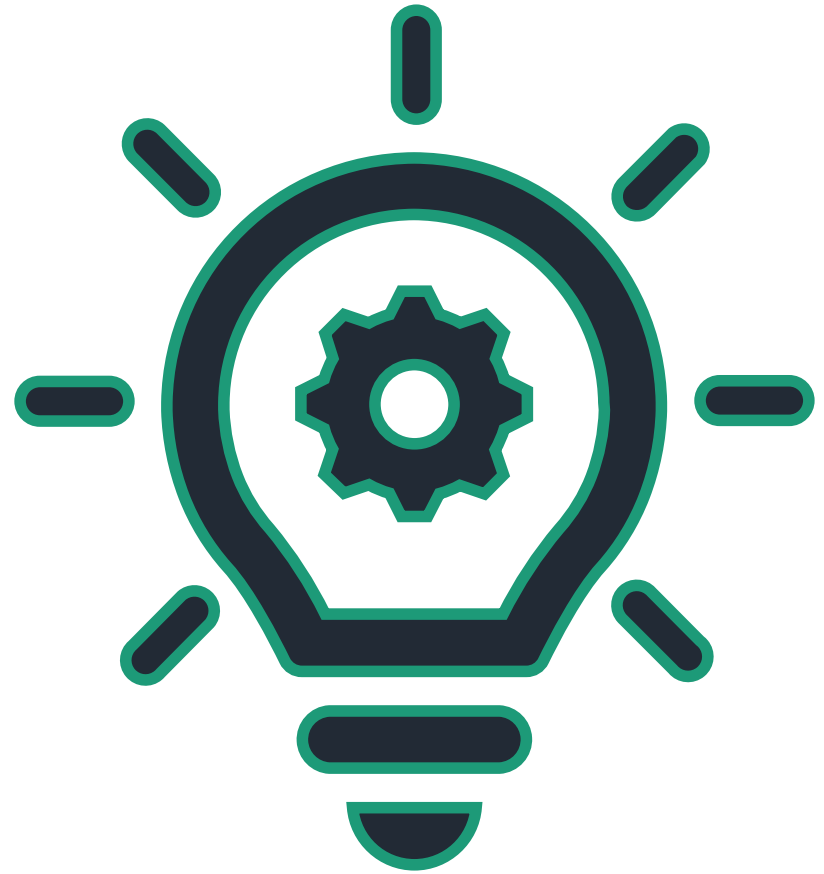- Promotion of Start-up/Self-Sustenance

Innovation in Colleges

Promote innovation and entrepreneurship by

Setting up innovation councils in 500 colleges,
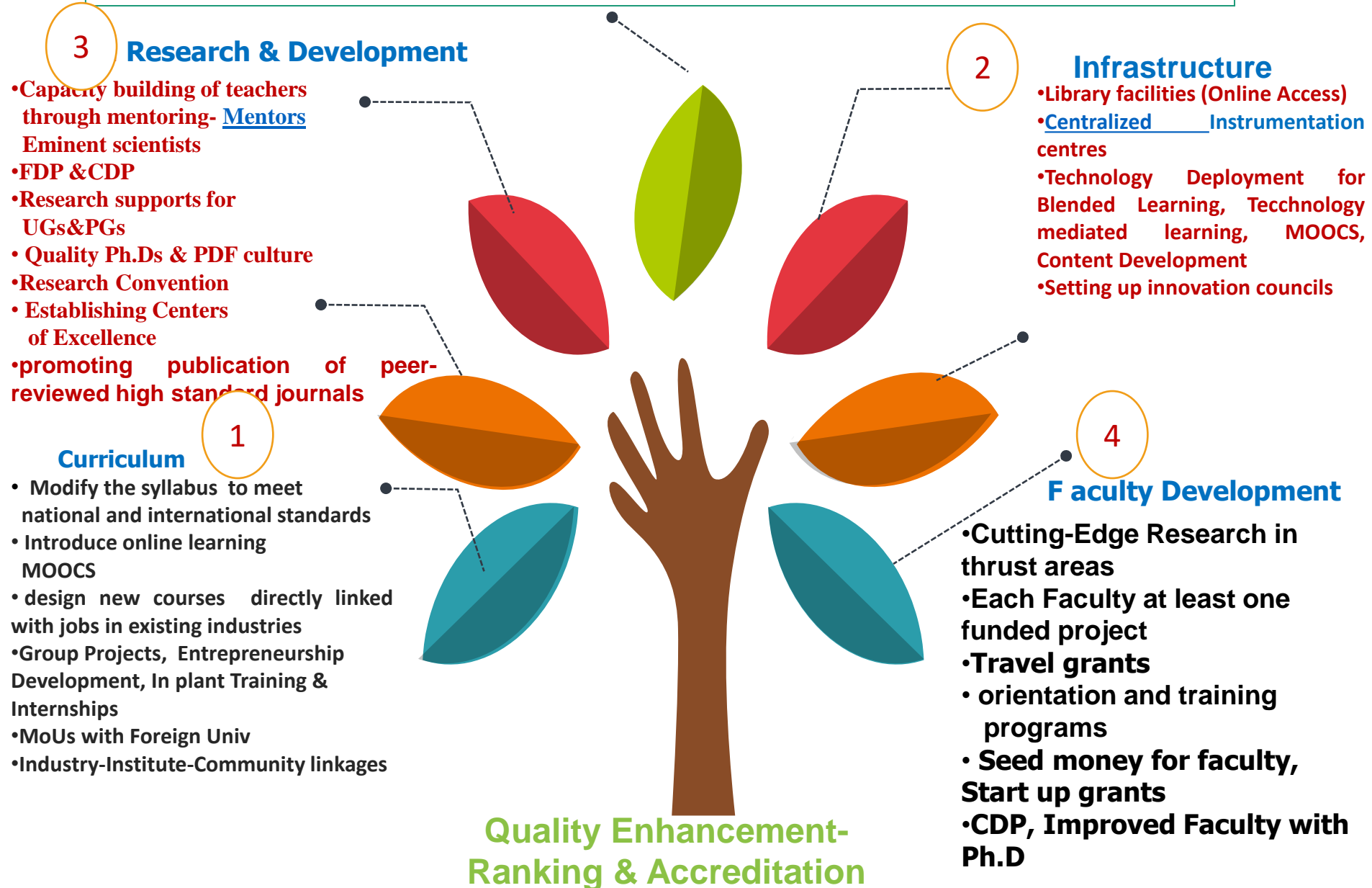
Linking colleges with T-Hub

Quality of education

To make an **assessment of ongoing courses** in various colleges/ universities and help the department modify the syllabus so that national and international standards are adhered to.

Strategies for Promotion of Quality Higher Education

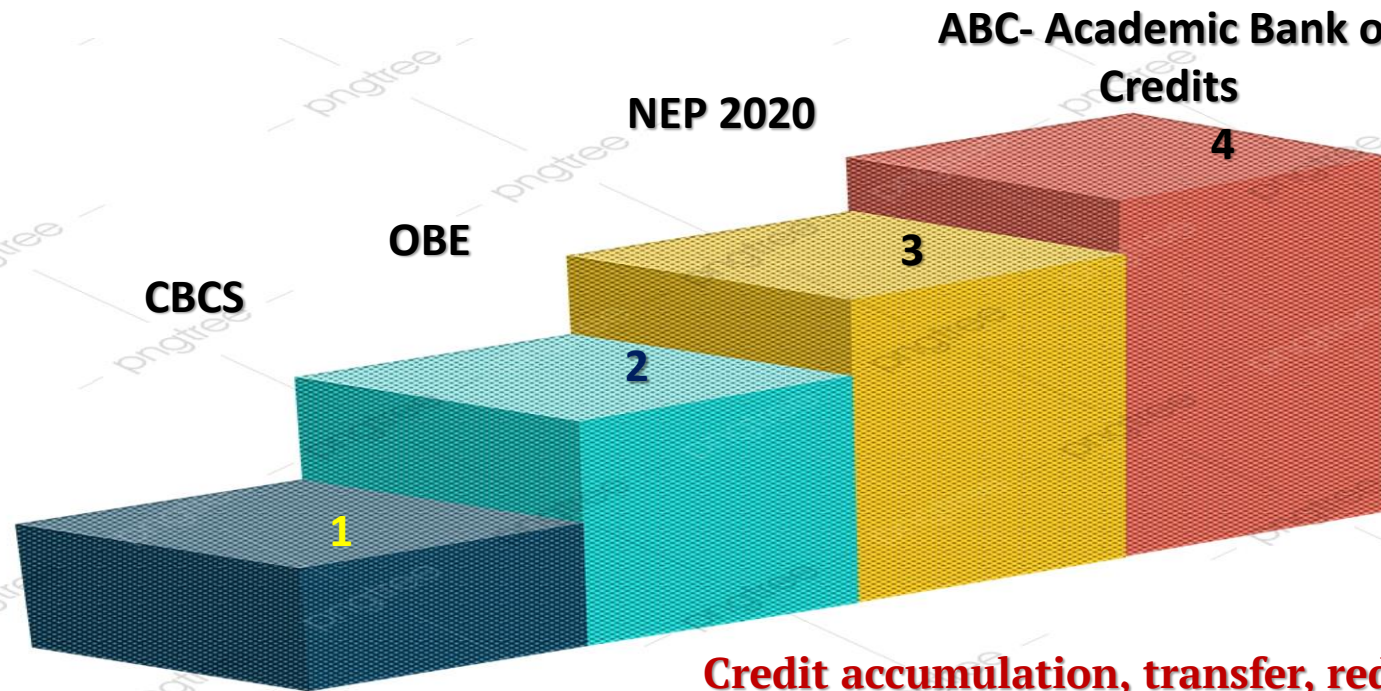## Mission-mode strategy for Quality HE Goals in Vision 2030 and working towards it

3 Research & Development

- Capacity building of teachers through mentoring- Mentors Eminent scientists
- FDP &CDP
- Research supports for UGs&PGs
- Quality Ph.Ds & PDF culture
- Research Convention
- Establishing Centers of Excellence
- promoting publication of peer-reviewed high standard journals

1 Curriculum

- Modify the syllabus to meet national and international standards
- Introduce online learning MOOCS
- design new courses directly linked with jobs in existing industries
- Group Projects, Entrepreneurship Development, In plant Training & Internships
- MoUs with Foreign Univ
- Industry-Institute-Community linkages

2 Infrastructure

- Library facilities (Online Access)
- Centralized Instrumentation centres
- Technology Deployment for Blended Learning, Tecchnology mediated learning, MOOCS, Content Development
- Setting up innovation councils

4 F aculty Development

- Cutting-Edge Research in thrust areas
- Each Faculty at least one funded project
- Travel grants
- orientation and training programs
- Seed money for faculty, Start up grants
- CDP, Improved Faculty with Ph.D

Quality Enhancement-Ranking & Accreditation

Milestones in Academic Excellence

Updating Curriculum
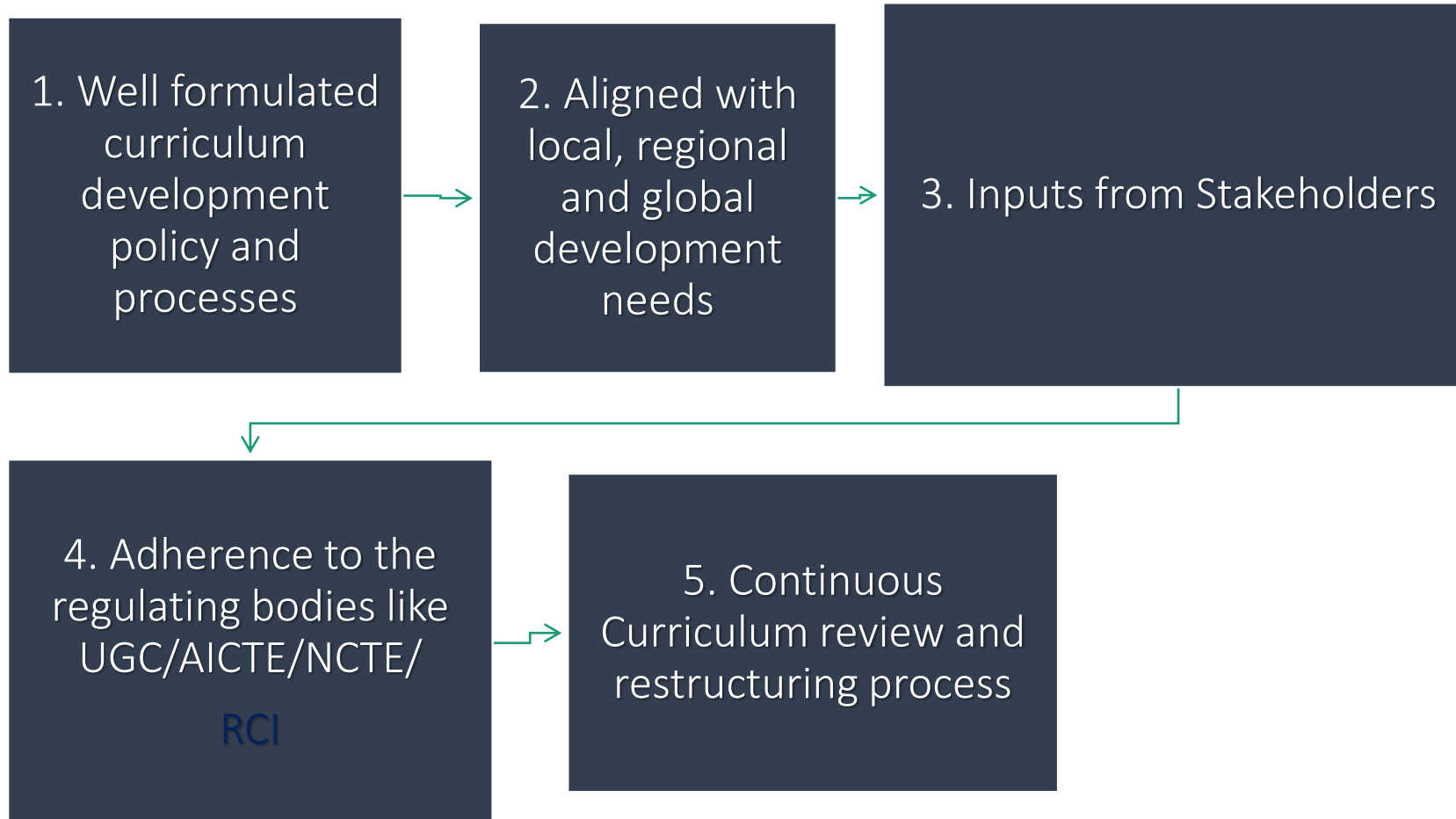
Faculty motivation

Faculty and Leadership Development: Plan for undertaking extensive faculty development programmes including academic leadership for improving quality of teaching.

To **develop teacher assessment framework and also CPD** for the teachers.

EdTech in Education

Integrate use of technology across the HEIs for moving towards blended models of teaching-learning.

- Promote use of SWAYAM and NPTEL for credit-based courses

- Promote use of NEAT facility for access to best EdTech solutions to the students
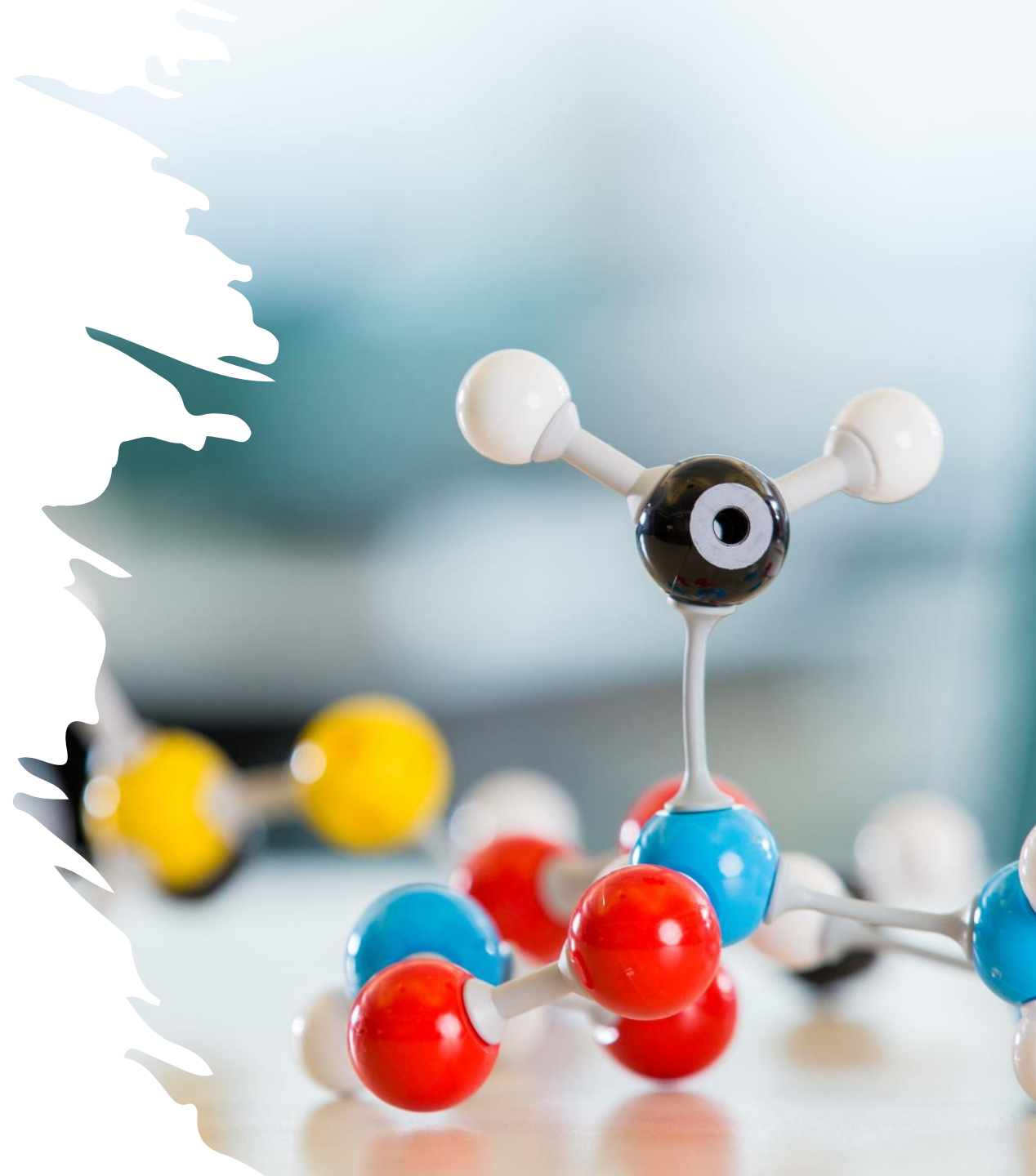
Research

Goal:

Increase research output in HEIs

Strategy:

- **by supporting through** orientation and training programmes,

Designing schemes that would fund research through transparent competitive process

Internationalisation

Goal:

To facilitate research and academic collaborations between JNTU/Osmania/Kakatiya and reputed foreign universities

Strategy:

To design a scheme for student exchanges (semester)

To design scheme like SPARC for collaborative research between these institutions and the select feign university.

CRISP role

- Put in place a highly qualified team under the leadership of Prof Rama

- Prepare action plans for approval of GoT on the agreed projects

- Train, build capacities of the HEIs

- Help in monitoring the implementation

- Measure outcomes

Support needed from GoT

- Appoint a laision office for coordination
- Facilitate interaction with HEIs
- Give official IDs and office space for the CRISP team
- Approve the Action Plans
- Quarterly monitoring mechanism at highest level

Thank You

MEMORANDUM OF UNDERSTANDING BETWEEN GOVERNMENT OF TELANGANA (GOT) AND CENTRE FOR RESEARCH IN SCHEMES AND POLICIES (CRISP)

This Memorandum of Understanding (hereinafter referred to as "MOU") is executed on _____.2023 (hereinafter referred to as "Effective Date') at Hyderabad,

BETWEEN

Government of Telangana (hereinafter referred to as "GoT", which expression hereof includes its successors, administrators, and assigns), through its authorized signatory Ms Karuna Akella IAS, Secretary, Higher Education Department, Government of Telangana. who is duly authorized to sign and execute this Agreement, known as **First Party.**

AND

Centre for Research in Schemes and Policies (CRISP), a not-for- profit Society registered under the Registration of Societies Act, having its registered office at **B- 38 First floor, Panchsheel Enclave, New Delhi-17** (hereinafter called **"CRISP"** which expression hereof includes its successors, administrators, and assigns), through its authorized signatory Sri R. Subrahmanyam IAS (rtd) Secretary, Centre for Research in Schemes and Policies, who is duly authorized to sign and execute this Agreement, known as **Second Party.**

Both GoT and CRISP are hereinafter collectively referred to as **"Parties"** and individually as **"Party".**

Whereas CRISP is an initiative by a group of conscientious civil servants worked at the highest levels of policy-making and having put in more than 3 decades in public service, aim to give back to society by working with the State and Central Governments for designing/redesigning/evaluating the schemes/programmes for large public good, to improve at scale, the development impact of programmes and policies being implemented,

Whereas GoT has invited **CRISP** to participate in its efforts to strengthen the higher education system in the State of Telangana, and in implementing the

National Education Policy 2020 in higher education,

Whereas CRISP brings with it experience at the highest levels of governance in social sector, and the members carry with them reputation of having contributed for the social sector schemes and policies,

Whereas both Parties are having commonality of purpose of expanding the public good on scale and to strengthen the social sector of the Country.

NOW THEREBEFORE BOTH THE PARTIES DO HEREBY AGREE TO HAVE THIS MEMORANDUM OF UNDERSTANDING (MOU) APPLICABLE FROM _____2023 FOR A PERIOD OF THREE YEARS AS PER THE DETAILS BELOW:

1. SCOPE:

The initial scope of this agreement would require CRISP to design the Higher Education Institutions for Global heights in Telangana State (HEIGHTS) and work with GOT in implementing the same covering the following areas:

1. **Ranking**: Work along with Commissioner of Collegiate Education to identify 100 colleges for a focused action plan to promote them in NIRM national rankings so that 25 of them will reach national ranks in two years and 50 in 4 years.
2. **Job Orientation**: Direct and effective efforts for increasing the campus placements through job-oriented courses and identifying productive internships for 50% of the 2nd / 3rd year students; and support the dept to modify existing degree/ technical courses and design new courses that are directly linked with jobs in existing industries.
3. **Promote innovation and entrepreneurship** by setting up innovation councils in 500 colleges, thereby promoting innovative thinking leading to startups.
4. **Faculty and Leadership Development**: Plan for undertaking extensive faculty development programmes including academic leadership for improving quality of teaching.
5. **Technology-driven Education**: Integrate use of technology across the HEIs for moving towards blended models of teaching-learning.
6. Find ways for **promoting research** in the THEIS through various orientation and training programmes, including promoting publication of peer-reviewed high standard journals in Hindi.
7. To make an **assessment of ongoing courses** in various colleges/ universities and help the department modify the syllabus so that national and international standards are adhered to.
8. To support atleast 3 universities (Osmania, JNTU and Kakatiya) which are otherwise qualified as per UGCs latest guidelines to enter into **MOUs with Foreign universities** to offer dual degrees.

9. To help design and set up **centres of excellence of research** and development.
10. To **develop teacher assessment framework and also CPD** for the teachers.

2. Modalities

2.1.   CRISP will formulate a detailed action plan for HEIGHTS as identified in the MoU within 60 days, which would be considered and approved by GoT with or without modifications.

2.2.   The CRISP will select and station an expert team in Hyderabad, which will work for implementing the action plan. The modalities of functioning of the CRISP team will be as decided by the GoT.

2.3.   Both Parties would set up quarterly and annual review mechanisms for joint review of the progress made on the activities pursued under this MoU.

3. Role of CRISP:

In pursuance of the scope of this MoU, CRISP will undertake to do the following, details of which would be finalized after due discussion:

a) Set up a team of experts who will work with GoT for implementation of the action plan and mentor the same
b) Design an actionable plan for achieving the goals set
c) Undertake training for the select educational institutions and mentor them
d) Arrange internships with Sector Skill Councils
e) Identify EdTech solutions that can improve the learning outcomes.

4. Role of GoT:

GoT will facilitate the CRISP and its teams for implementing the agreed action plans and in this direction, would:

a) Provide office accommodation and ID cards for the CRISP team to visit the field
b) Provide logistic support for visit of the Members of CRISP in UP as per the action plan
c) Facilitate interaction of the Members and CRISP teams with stakeholders
d) Share the data and details as needed in the action plan
e) Approve the plan of action prepared by CRISP as per agreed timelines
f) Incur expenditure as required for implementation of the action plan approved, including the logistics cost for functioning of the CRISP teams in the field.
g) Set up a Monitoring committee under the Chairmanship of Secretary Higher Education

5. VALIDITY:

5.1. This MoU shall be valid for a period of three (3) years from the Effective Date.

5.2. The validity of this MoU may be extended by mutual agreement in writing and signed by both the Parties. This MoU may be extended on the same terms and conditions, and/or with modifications on mutual consent.

6. INTELLECTUAL PROPERTY:

6.1. Any and all intellectual property created in relation to or arising out of all project reports, case studies and modules produced under this MoU will be jointly owned by the Parties with contribution of each party towards individual components being duly acknowledged.

6.2. There will be no restrictions on the use of the material jointly developed by either of the Parties for consulting/academic/research/capacity building purpose. Except for rights expressly granted under this MoU, nothing in this MoU will function to transfer any of either Party's intellectual property rights to the other Party, and each Party will retain exclusive interest in, and ownership of its intellectual property developed before this MoU or developed outside the scope of this MoU

6.3. Despite anything to the contrary elsewhere contained in this MoU the intellectual property rights in all methodologies, processes, analysis and recommendations (including but not limited to any presentations made in respect thereof and/or related thereto) frameworks, know-how and techniques.

6.4. Either Party may use the other Party's logo/ branding or any other intellectual property after prior permission from the other Party.

7. MISCELLANEOUS:

7.1. **Indemnification:** Neither party shall be liable to the other for any special, indirect, or consequential damages, even if the parties have knowledge of the possibility of such damages.

7.2. **Limitation of liability:** In no event shall either of the parties of this MoU be liable to each other for consequential, indirect, special, incidental or punitive loss, damage or expense (including without limitation, loss of profits, loss of contracts, loss and corruption of data, loss or damage to reputation and/or goodwill, opportunity costs, etc.) even if the Parties have been advised of their possible existence.

7.3. **Severability:** The invalidity or unenforceability of any provision of this MoU shall not affect the validity or enforceability of any other provision of this MoU that shall continue in full force and effect except for any such invalid and unenforceable provision.

7.4. **Relationship between the Parties:** This MoU shall not constitute the

appointment of either Party as the legal representative or agent of the other Party. This MoU is on a principal-to-principal basis between the Parties hereto. Further, nothing herein shall be construed to entitle either party to be a representative, agent, partner or joint venture of the other. No Party to this MoU shall have any right or authority to assume, create or incur any liability or any obligation of any kind, express or implied, against or in the name of or on behalf of the other Party to this MoU except as may be specifically

7.5. **Provisions for modifications:** The Parties agree to make suitable amendments, and modifications to this MoU by mutual agreement as per necessity, provided that no modification, amendment or variation of any provision of this MoU shall be effective unless the same has been approved in writing by each of the Parties. Any reference to this MoU shall be construed as a reference to such MoU, as the same may from time to time be amended, varied, modified, supplemented.

GoT: Ms Karuna Akella, Secretary Department of Higher Education

CRISP: R. Subrahmanyam Secretary, B-38, First floor, Panchsheel Enclave, New Delhi-17

IN WITNESS WHEREOF, the Parties agree to be bound by the terms and conditions of this MoU and have signed it through their authorized representative on this _____2023.