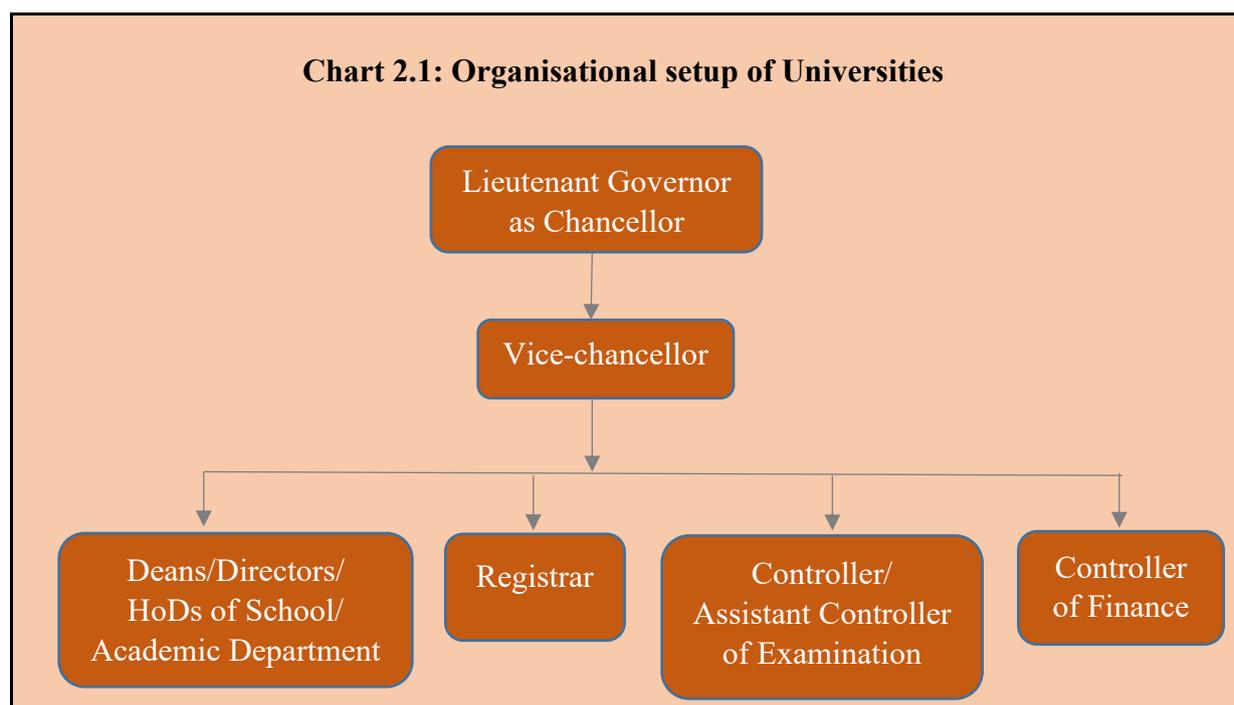## Chapter 2

Administrative and Academic Issues

- **Absence of systematic and well-defined policies to promote higher and technical education in Delhi.**

- **Arrears in laying of Annual Reports and audited Annual Accounts in respect of eight Universities in the Legislative Assembly.**

- **Failure of DHE and DTTE to avail funds from the Government of India for improving financing of higher and technical education facilities in Delhi.**

- **Deficiencies in the management of Delhi Higher Education Scholarship Fund (DHESF) and Delhi Knowledge Development Foundation (DKDF) such as delay in remittance of funds, delay in instituting scheme for financial assistance to meritorious students, delay in release of scholarship and avoidable tax liability of ₹ 25.59 crore due to sub-optimal utilisation of receipts into these Funds.**

- **Non-functional Planning Boards in the sampled Universities, responsible for preparation of long-term and short-term plans and reviewing them periodically**

- **Non revision of syllabi of courses regularly by the selected Universities and their affiliated colleges as per new development/industry needs. Also delays in declaration of results of various examinations and issuing degrees to students.**

Three Universities viz. Guru Gobind Singh Indraprastha University (GGSIPU), Delhi Technological University (DTU) and Delhi Pharmaceutical Sciences & Research University (DPSRU) were selected on a judgmental basis for a detailed audit. All three universities were established through Acts of the Delhi Legislature viz GGSIPU in July 1998, DTU in July 2009 and DPSRU in 2008[1]. The academic activities of these Universities are governed by the Guidelines, Regulations and Circulars issued by the University Grants Commission (UGC), the All-India Council for Technical Education (AICTE) and other regulatory bodies in the higher/technical education sector.

The organizational setup of the sampled universities is as given in **Chart 2.1**.

---

[1] It was functioning as Delhi Institute of Pharmaceutical Sciences and Research (DIPSAR) till August 2015.

Chart 2.1: Organisational setup of Universities

```
                    ┌─────────────────────┐
                    │  Lieutenant Governor │
                    │    as Chancellor     │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │   Vice-chancellor    │
                    └─────────────────────┘
                              │
        ┌──────────────┬──────┴──────┬──────────────┐
        ▼              ▼             ▼              ▼
┌──────────────┐ ┌──────────┐ ┌──────────────┐ ┌──────────────┐
│Deans/Directors/│ │Registrar │ │ Controller/  │ │  Controller  │
│ HoDs of School/│ │          │ │  Assistant   │ │  of Finance  │
│   Academic    │ │          │ │ Controller   │ │              │
│  Department   │ │          │ │of Examination│ │              │
└──────────────┘ └──────────┘ └──────────────┘ └──────────────┘
```

GGSIPU functions under the administrative control of DHE. The university has 14 University Schools of Studies (USS), two University Centres (UC) **(Annexure 2.1)** with a strength of more than 5,600 students.

DTU functions under the administrative control of DTTE. The University has 14 Academic Departments and two University Schools **(Annexure 2.2)** for teaching and research, with a strength of about 15,000 students.
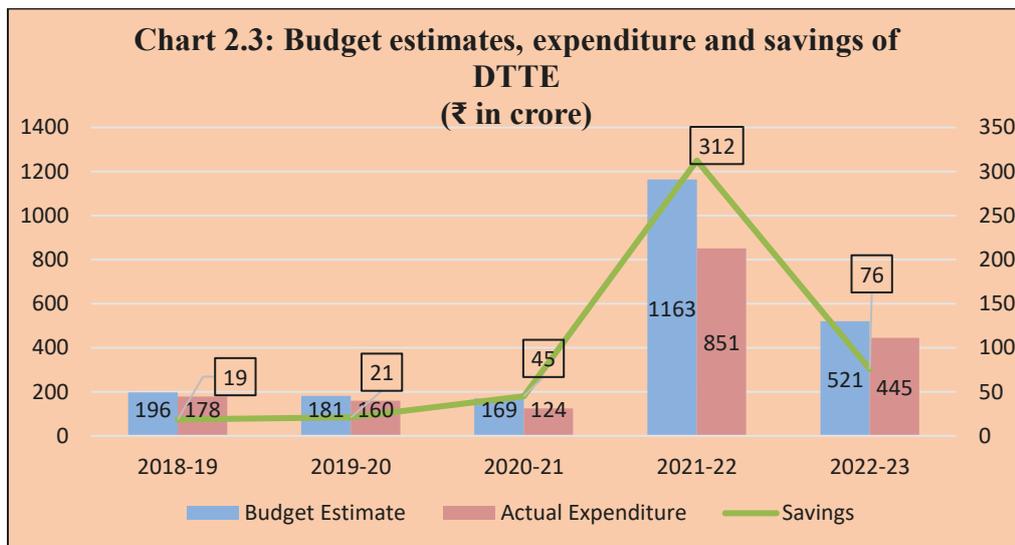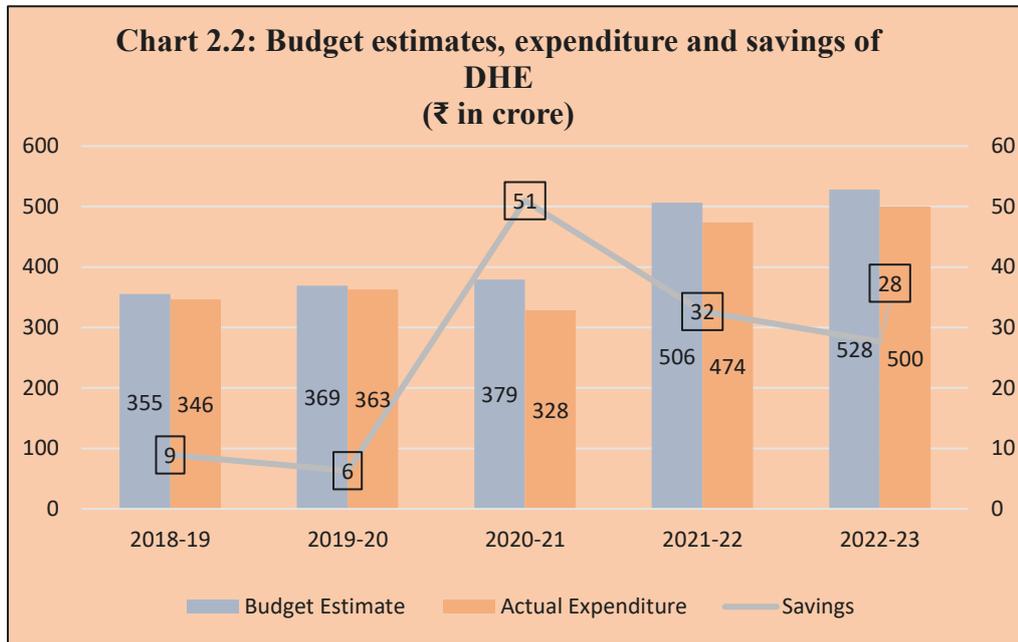
DPSRU, functioning under DTTE, has one constituent college i.e. Delhi Institute of Pharmaceutical Science and Research (DIPSAR), three internal schools[2] and the Academy of Sports Sciences and Research Management (ASSRM). For the Academic Session 2022-23, the University had a strength of 2800 students/scholars.

2.1   Administrative Planning and Oversight by DHE and DTTE

DHE was set up in 1997 to promote higher education and prepare a comprehensive policy for Higher Education, opening new colleges in various localities of Delhi, releasing grants-in-aid to colleges, etc. As stated on DHE's website, its vision is to ensure that no student of Delhi leaves the city to pursue higher education in other states due to the non-availability of seats in the preferred course in Delhi. Similarly, DTTE was set up to promote World-class technical and vocational education, industry-relevant Research & Development, nurture innovative skills and creative abilities of students and faculty, etc. The vision of DTTE is to become the global leader in Higher, Technical and Vocational Education by promoting all the universities and institutes to be premier multi-disciplinary educational institutions.

---

[2]   School of Pharmaceutical Science (SPS), School of Physiotherapy (SPH) and School of Allied Health Sciences and Management (SAHSM)

Year-wise details of the expenditure of DHE and DTTE against the allocated budget during the years 2018-23 were as given in **Chart 2.2** and **Chart 2.3** respectively.

Chart 2.2: Budget estimates, expenditure and savings of DHE (₹ in crore)

Chart 2.3: Budget estimates, expenditure and savings of DTTE (₹ in crore)

Source: Annual reconciliation statements of DHE and DTTE

A major portion of the expenditure of DHE was on Grant-in-aid to Universities (26 *per cent*) and to the degree colleges affiliated with Delhi University (71 *per cent*). In the case of DTTE, Grant-in-aid to Universities constituted 67 *per cent* of the expenditure and expenditure on Industrial Training Institutes, Polytechnics and World Class Skill Centres constituted 28 *per cent*. The manifold increase in expenditure of DTTE in 2021-22 coincided with the establishment of Delhi Skill and Entrepreneurship University and the increase in expenditure on the construction of World Class Skill Centres.

2.1.1 Planning and legislative follow-up

Issues noticed in the Audit regarding the planning and governance of Higher and Technical Education in the GNCTD are detailed in the following paragraphs:

(i)   Absence of comprehensive policies at the Government level

Both DHE and DTTE had Citizens Charters and vision/mission statements. As per these documents, DHE was to promote the cause of higher education and to prepare comprehensive policy for higher education whereas DTTE was to provide trained technical manpower for the technological up-gradation of industrial production, services, productivity and innovation. Audit observed that neither DHE nor DTTE had formulated comprehensive policies to fulfil their visions/missions. Thus, there was an absence of systematic and well-defined policies to promote higher and technical education in Delhi.

In the exit conference, held on 10 March 2025, the Secretary (HED/TTED) acknowledged the absence of systematic and well-defined policies to promote higher and technical education in Delhi. She assured that an effort will be made to lay down a concrete policy.

(ii)   Arrears in laying of annual reports and annual audited accounts before the Legislative Assembly

As per the provisions of the Acts under which the Universities were established, Annual Reports and audited Annual accounts of 10 Universities (National Law University had no such requirement), as submitted to the Chancellor, were to be submitted to the Government for laying before the Legislative Assembly of Delhi, by the administrative department concerned.

The University-wise status of laying of Annual Report and Annual accounts by DHE/DTTE before the Legislative Assembly of NCT of Delhi in respect of eight[3] functional Universities was as in **Table 2.1**.

---

[3]   Two Universities (Delhi Sports University and Delhi Teachers' University) were yet to start functioning and in case of National Law University, the Act does not require laying of Annual Accounts/Reports before the Legislature.

Table 2.1: University-wise status of laying of annual report and annual audited accounts

Sl. No.	Name of the University	Year up to which Annual Report has been laid before the State Legislature	Year up to which Annual Accounts with audited report have been laid before the State Legislature
1.	Guru Gobind Singh University	2021-22	2020-21
2.	Ambedkar University Delhi	2019-20	2020-21
3.	Delhi Technological University	2021-22	2018-19
4.	Indira Gandhi Delhi Technical University for Women	2021-22	2017-18
5.	Netaji Subhas University of Technology	2017-18	2017-18
6.	Indraprastha Institute of Information Technology	2022-23	2020-21
7.	Delhi Pharmaceutical Sciences and Research University	2015-16 to 2021-22 submitted to DTTE, but yet to be tabled.	Yet to be tabled.
8.	Delhi Skill and Entrepreneurship University	Yet to be tabled.	Yet to be tabled.

Source: Information furnished by DHE and DTTE

As can be seen from the table above, both the Annual Reports and the Annual Accounts were pending tabling for two to five years, in the Legislative Assembly of NCT of Delhi for all eight universities.

Thus, apart from not formulating a policy for improving higher and technical education in Delhi, the Government also did not apprise the Legislature of the activities and achievements of the Universities through the laying of annual accounts/reports before it.

Recommendation 1: The Government should formulate comprehensive policies on higher and technical education in Delhi, aligned with the vision of the government.

2.1.2 Funding for Higher Education

The achievement of goals set by the DHE/DTTE for improving the scope and quality of higher education is directly linked to the quantum of resources made available for various identified activities as well as the quality of management of these resources by the involved entities. Audit noticed the following regarding the availability and utilisation of funds for higher education during the period under review -

(i) Declining demand from students for financial support

In 2015-16, DHE launched a scheme named "Delhi Higher Education & Skill Development Guarantee Scheme" to provide a guarantee to banks for loans taken by students of Delhi for pursuing higher education in Delhi. In this regard, a Trust

(Delhi Higher Education and Skill Development Credit Guarantee Fund Trust) was established in August 2015 and ₹ 15 crore was released to the Trust during 2015-18. Audit observed that the number of applicants and beneficiaries consistently decreased during 2017-23 as shown in **Table 2.2**.

Table 2.2: Year-wise applicants and beneficiaries under the scheme

Year	Number of applicants	Number of beneficiaries	Percentage of beneficiaries to total applicants
2017-18	177	50	28.25
2018-19	139	44	31.65
2019-20	146	23	15.75
2020-21	106	17	16.04
2021-22	89	9	10.11
2022-23	56	2	3.57

The percentage of successful applicants also decreased during these years. Reasons for rejection of applications stated by Banks were (i) applicants had already taken a loan under some other scheme, (ii) lack of response from applicants, and (iii) incomplete documents or eligibility for less amount of loan. In spite of such decline in demand for assistance under the scheme and the number of beneficiaries which stood at nine and two in 2021-22 and 2022-23 respectively, there was nothing on record to show that DHE reviewed the Scheme to ascertain the reasons for the decline so as to increase its reach amongst the students.

The Department stated (March 2025) that it will review the scheme and make efforts for its implementation.

(ii) Failure to obtain/utilize Government of India (GoI) funds

a) GoI launched (October 2013) ***Rashtriya Uchchtar Shiksha Abhiyan (RUSA),*** a centrally sponsored scheme, for improving access, equity and quality in higher education through creating new academic institutions, expanding and upgrading the existing ones, developing self-reliant institutions, etc. The Scheme was to be implemented with equal contribution from the Centre and the State. Audit observed that DHE received funds of ₹ 303 lakhs (₹ 151.50 lakhs from GoI in September 2015 and ₹ 151.50 lakh from GNCTD in April 2016) for the same. However, the Scheme was not implemented as the required Memorandum of Understanding (MoU) between the Government of India and GNCTD was not signed. Thus, the funds were lying unutilized with DHE as of March 2024. Further, GNCTD could not obtain the remaining funds amounting to ₹ 208.50 lakh from GoI. GoI also launched RUSA 2.0 in April 2018 for providing financial assistance under various components with a funding ratio between the Centre and Delhi of 60:40, which too could not be implemented.

Failure of the Government in signing the MoU for implementing the Scheme in Delhi deprived higher education institutions in Delhi from getting central funds for expanding and upgrading their facilities.

In the exit conference, Director (DHE/DTTE) informed that after flagging of the discrepancies by Audit, the Department had initiated the file for signing of MoU with the Government of India for better receipt and utilisation of funds under Rashtriya Uchchtar Shiksha Abhiyan (RUSA).

b) The Government of India proposed (November 2017) to provide *reimbursement of 50 per cent of the additional expenditure/arrears payment involved in the implementation of recommendations of the Seventh Central Pay Commission* to the universities, colleges and other higher educational institutions funded by the State Government for the period from 1 January 2016 to 31 March 2019. Audit observed that DHE and DTTE failed to ascertain the amount payable/paid to staff of the Universities under their administrative control on account of the arrears of pay on implementation of the recommendations of the Seventh Pay Commission nor did they submit any claim to the Government of India for reimbursement. Resultantly, the expenditure on payment of arrears of pay for January 2016 to March 2019 was borne by the University in case of GGSIPU and by the Government in respect of other Universities.

Thus, the Government did not take adequate action to avail funding available to Delhi under various central schemes for strengthening and improving higher education and technical education in Delhi.

(iii) Management of Delhi Higher Education Scholarship Fund and Delhi Knowledge Development Foundation

In terms of Section 15 of the Act of 2007, DHE created the Delhi Higher Education Scholarship Fund (DHESF) in April 2008 to provide scholarships to students from socially and economically weaker sections (EWS) of the society and established (October 2008) the Delhi Higher Education Aid Trust (DHEAT) for managing the Fund. As stated in the Additional Policy Guidelines of the scheme issued by DHE in June 2007, the scholarship was proposed to be funded out of 25 *per cent* of the fees collected from students enrolled in the evening shift of self-financed affiliated colleges having a permanent campus. GGSIPU was to collect this amount from the colleges and remit the same to DHEAT.

Further, in March 2008, DTTE established the Delhi Knowledge Development Foundation (DKDF) as a society under the Societies Registration Act 1860 to work as a think tank dedicated to knowledge, to capture and disseminate new approaches for governance of higher and technical education and also for providing scholarship to EWS students pursuing higher and technical education. Funds collected by GGSIPU from institutions imparting technical education were to be remitted (from April 2009) to this Society.

Till 2022-23, GGSIPU collected and transferred ₹ 134.33 crore[4] to DHEAT and ₹ 117.02 crore to DKDF, from self-financed institutions. Under the Scheme, 23,753 EWS students were assisted during 2018-23.

Deficiencies observed in the management of Delhi Higher Education Scholarship Fund and Delhi Knowledge Development Foundation are as under:

a) **Delay in remittance of funds:** Audit observed delays in the transfer of funds collected by GGSIPU. DHEAT and DKDF received funds for Academic Sessions 2017-22 with delays ranging from 12 to 20 months from the start of the academic session. It was also observed that as of October 2023, funds of ₹13.01 crore were yet to be paid by 26 self-financed affiliated colleges to GGSIPU for onward transfer to DHEAT and DKDF. These delays had a cascading effect on timely release of funds for the mandated activities.

b) **Delay in instituting scheme for financial assistance to meritorious EWS students:** Though Fund collection as per DHE guidelines for providing scholarships to EWS students started in 2007-08, a scheme for scholarships to students was instituted only from Academic Session 2017-18 i.e. after 10 years when DHEAT/DHE introduced a Merit-cum-Means (MCM) financial assistance scheme. Under the scheme, the tuition fee of meritorious Undergraduate students from Economically Weaker Sections (EWS) is reimbursed. Thus, despite having funds, the scheme was formulated only after 10 years of establishing the Trust.

c) **Avoidable Tax liability due to non-compliance to stated objectives:** DHEAT and DKDF were registered for Income Tax exemption under Section 12A of the Income Tax Act. The exemption is subject to the condition that they spend 85 *per cent* of receipts every year on the stated objectives of the Society. As no scheme had been formulated to achieve the objectives of the Societies, there was no expenditure till 2016-17 by DHEAT and till 2019-20 by DKDF. Resultantly, DHEAT accumulated Income Tax liability of ₹ 12.73 crore as of December 2023, apart from tax deducted at source of ₹ 1.36 crore during 2018-22. Similarly, DKDF paid an income tax of ₹ 10.04 crore for 2018-23 and created an Income Tax liability of ₹ 1.46 crore for 2019-20. Thus, DHEAT and DKDF accumulated avoidable tax liability of ₹ 25.59 crore.

d) **Delay in release of scholarship:** Audit observed a delay in payment of scholarship under MCM Scheme by DHE/DHEAT during 2018-22 and payment for the year 2022-23 was yet to be initiated. The delay ranged from

---

[4] ₹ 134.33 crore = (₹ 59.36 crore remitted by GGSIPU for the period 2007-17 (DHEAT kept accumulating these funds with zero utilisation) *plus* ₹ 74.97 crore remitted by GGSIPU for 2017-22).

four to 10 months thereby depriving needy meritorious students of timely monetary assistance, defeating the purpose of the scheme.

(e) **Diversion of funds:** On the directions (May 2021) of the Deputy Chief Minister, GGSIPU designed (June 2021) a two-week New Certificate Training Course for preparing 5000 Health Assistants given the COVID-19 pandemic and proposed utilization of ₹ 5 crore lying with the GGSIPU for remittance to DHEAT. This was approved by then Dy. Chief Minister. As of October 2023, GGSIPU had made a payment of ₹ 2.44 crore for the certificate course, leaving an unspent balance of ₹ 2.56 crore with GGSIPU. Utilization of funds meant for financial assistance to meritorious students from weaker sections of society for conducting the above course was irregular. In its reply, the Department stated (March 2025) that GGSIPU submitted the utilisation certificate for ₹ 2.44 crore and refunded the unspent balance of ₹ 2.56 crore in March 2024. However, though the funds were expended as per government directions during the COVID pandemic, they were used for activities not covered under the scheme.

(f) **Poor financial management:** DKDF released grants amounting to ₹ 43.76 crore to six Universities during 2020-22 for execution of eight projects relating to the creation of a Centre of Excellence. However, it was observed that the Universities had neither submitted the progress of the projects nor Utilisation Certificate as per prescribed schedule. They were allowed to retain interest of ₹ 2.03 crore earned on the amount of grants received in violation of Rule 230 (8) of General Financial Rules 2017. After being pointed out in the audit, three universities viz Delhi Technological University, Indira Gandhi Technical University for Women, and Indraprastha Institute of Technology Delhi deposited the amount of interest of ₹ 1.85 crore.

The Department stated (March 2025) that DKDF has issued directions for submission of the quarterly progress report and annual utilisation certificates, including interest earned on the released funds. However, DKDF was yet to ensure recovery of interest on released funds from the remaining three universities, along with an updated position on fund utilization.

2.2   Administrative Issues at Universities

2.2.1   Deficiencies in planning for academic and infrastructure development

Besides the government level, there was lacuna in planning for higher education even by the sampled Universities. Effective planning is essential for a university to manage its financial and human resources to support academic activities. Clause 12.3 of the National Education Policy 2020 envisages the integration of academic plans ranging from curricular improvement to quality of classroom transaction with its larger Institutional Development Plan. Audit observed a total lack of planning

on the part of all the three Universities for academic and infrastructure development as discussed below.

A) In **GGSIPU**, the **Planning Board** of the University is the principal planning body responsible for designing and formulating appropriate plans, monitoring the academic progress, infrastructural development etc. However, the Planning Board was almost dysfunctional as the last three meetings of the Board were held in October 2012, June 2022 and November 2022 against the prescribed two meetings every year. Further, a vision document – Vision 2030, prepared in 2019 and approved in July 2020, appeared to be just a collection of several individual proposals without identifying the objectives and priorities of the University to be implemented in a time-bound manner. Although a committee was constituted (July 2022) to prepare short-term (three years) and long-term (five years) strategic plans for the University as per National Education Policy (NEP) 2020, the progress made by the said committee was not available on record. Another vision document, Vision-2047, prepared in 2022, was awaiting approval by the Planning Board and the Board of Management. GGSIPU stated (January 2024) that the Committee formed for the preparation of the Strategic Plan (third plan document) as per NEP 2020 has finalized the said document and it will be placed before the Planning Board shortly for approval.

B) In **DTU** (established in 2009), the Planning Board was constituted only in March 2018 which took another year to conduct the first meeting (April 2019). Thereafter also, only three more meetings were held till November 2023. Although DTU prepared its first vision document called Strategic Plan 2019-30 in 2019, it contained only long-term goals to be achieved by 2030 and there were no medium-term or annual plans aimed at achieving the objectives of the Strategic Plan. DTU stated (March 2024) that it had prepared its first vision document in 2019 based on data collected till 2019 and a concise version of Vision @ 2047 was approved (October 2022) by the Planning Board. The detailed vision document for 2047 was stated to be under preparation.

C) **DPSRU**, functional since August 2015[5], provided Vision Document 2030 but it was not clear when this was prepared and whether the said document was approved by the appropriate body/authority. It did not provide records relating to any Annual Plans either, in the absence of which, progress made by the University could not be correlated to the items mentioned under short-term goals (for five years) of the Vision Document 2030.

It was also observed that DPSRU had informed (January 2023) National Assessment and Accreditation Council (NAAC) that it had achieved the goals set out in the Vision Document 2030 by 2022 itself. Audit, however, observed that it had not achieved even targets for the year 2020 by 2023 viz making functional

---

[5]   Earlier it was functioning as Delhi Institute of Pharmaceutical Sciences and Research (DIPSAR)

the School of Pharmaceutical Management, School of Hospital and Pharmacovigilance, and School of Interactive Medicine.

Existence of a specific, action-oriented medium or long-term plan for making progress towards a set of institutional goals was also one key indicator in the Quality Indicator framework of National Assessment and Accreditation Council (NAAC). Therefore, such absence of proper plans would have had a negative impact on the Universities' grading during accreditation.

These three Universities (GGSIPU, DTU, DPSRU) had not prepared any long term/annual plans or actionable road maps for their future activities for achieving the goals set out in their respective Vision Documents.

In the exit conference, Secretary (HED/TTED) accepted the fact of the absence of actionable roadmaps and periodic review mechanism to ensure the progress made as stated in vision document of all three universities and directed the officials of the universities to put in place a periodic review mechanism to ensure that vision objectives are achieved in a time bound manner.

Recommendation 2: The Universities should prepare long-term and annual plans to achieve the objectives stated in their vision documents and review them periodically to assess the level of achievement.

2.2.2   Admission of Students

Admission to the programs of studies in GGSIPU/its affiliated colleges and DTU are granted on the basis of National Level Tests such as Combined University Entrance Test (CUET), Joint Entrance Exam (JEE) Mains/National Aptitude Test of Architecture (NATA)/National Eligibility cum Entrance Test (NEET)/ Common Admission Test (CAT)/ Common Law Admission Test (CLAT) etc., or through Common Entrance Tests (CETs) conducted by GGSIPU or on merit of the qualifying degrees in the respective programs. Admissions in DPSRU is based on performance in XII Board examinations.

Audit observations on the admission of students in the Universities are discussed in the succeeding paragraphs.

2.2.2.1 Shortfall in admissions against the sanctioned intake

Audit observed under-utilisation of the intake capacity of students in all the three universities selected for detailed audit.

(i) In **GGSIPU**, the underutilisation of available seats ranged from 14 to 32 *per cent* during the years under review. Audit noticed that the unfilled seats especially in 10 programs were significant **(Annexure 2.3)** and ranged up to 100 *per cent*. Institutions affiliated to GGSIPU constitute about 93 *per cent* of the total students under GGSIPU and in these institutions the percentage of vacant seats during 2018-23 ranged from 16 to 36 percent. It was also observed that two institutes surrendered (January 2023) their affiliation with the University and opted for affiliation with another University, as student intake in the B. Tech and B. Arch

programs run by them had been decreasing every year. Two institutes did not apply for continuation of affiliation, one from 2020-21 and the other from 2023-24, due to poor response of students to the programs.

GGSIPU stated (January 2024) that the University was unable to fill up all the seats during the academic years 2018-23 due to the presence of other competing universities providing wider choices to candidates. It was further stated that all out efforts would be made by the University to ensure that all seats are filled.

Attributing vacant seats to a wider choice provided by competing universities does not address the fact that the candidates opt for courses based on employability/job opportunities after completing the courses, and if the course being offered has a curriculum that provides better industry-oriented education, there will be no dearth of candidates.

(ii) In **DTU**, vacant seats in UG programs ranged from eight to 10 *per cent* during 2018-23 and in PG programs ranged from 17 to 32 *per cent*.

In its reply, DTU stated that the dip in admissions in PG programs during 2018-23 was due to the Covid pandemic and the fact that admissions in PG programs in DTU are made through various entrance examinations conducted by the National Testing Agency (NTA). DTU has allowed admissions in M. Tech of Non-GATE candidates through the University entrance test for the Academic year 2023-24, and this should result in improved intake.

(iii) In **DPSRU**, the overall percentage of vacant seats during 2018-23 ranged from 11 to 24 *per cent* whereas in nine programs[6] of the University Schools the vacancy percentage ranged from 42 *per cent* to 100 *per cent*. It was also observed that admissions in various programs in DPSRU were not based on entrance examinations, conducted either by NTA or by the University itself.

In its reply, DPSRU stated that some reserved (SC/ST) seats remained vacant and could not be filled by general seats as per policy, and a few students withdrew their admission as they preferred admission in B. Pharma programs only. It was further stated that it will shift admission criteria to an entrance examination-based one from the Academic session 2024-25.

Besides being reflective of the popularity or otherwise of the University/Institution and the programs they offer, vacant seats have a direct impact on the revenue of the Universities and affiliated colleges. However, audit did not observe any systemic efforts by the Universities/Institutions to ascertain the reasons for the lack of response from the students and to address the same.

---

[6] 1. BSc Sports Science, 2. MSc Sports Science, 3. MSc (Artificial Intelligence & Pharmaceutical Management), 4. Master in Physiotherapy, 5. M Pharma in Drug Regulatory Science, 6. BBA (child and Healthcare), 7. B. Pharma Ayurveda, 8. Medicine Management and 9. Beauty wellness and consultants.

In the exit conference, the VC (GGSIPU) highlighted the limitation of the universities due to the reservation of 85 *per cent* of the seats for students from Delhi NCT which hampers full seat utilisation. The officers of all three universities assured that efforts would be made by them to fill the vacant seats.

2.2.2.2 Lack of proper records related to student admissions

To assess the catchment area of students applying for admissions in the sampled Universities of Delhi, Audit had requisitioned admission records to determine domicile, category etc. of students. **GGSIPU** did not provide the details/records of admission of students from Delhi and outside Delhi region; vacant reserved seats that were de-reserved and filled up; seats reserved for and filled by students of Economically Weaker Sections (EWS) in University Schools of Studies (USS); and vacant seats filled through Spot[7] counselling for the period under review. In the absence of requisitioned details/records, Audit could not draw an assurance regarding the authenticity and fairness of procedure(s) followed and transparency in the admission process.

In its reply, GGSIPU stated (January 2024) that the entire admission counselling process of the University is outsourced to National Informatics Centre (NIC) and NIC only provides data of total admitted students to the University, which does not include region-wise (Delhi and outside Delhi region) details of students, data regarding de-reservation of seats and their allocation and details of EWS seats.

The reply is not acceptable since NIC is simply assisting the University in its online processes and would be bound to provide all the data desired by it. It is the responsibility of the University to maintain complete data on the whole admission process to ensure transparency, fairness in admissions and compliance to its policies on admission.

The Department stated (March 2025) the University has taken up the matter with the NIC to provide complete data to the University on the whole admission process to ensure fair analysis of the admission policy.

2.3 Academic Issues at the Universities

2.3.1 Outdated Syllabi

UGC recommended (January 2017) that the curricula of all academic departments in universities should be reviewed and revised at least once every three years focusing on skill sets to make the students employable.

---

[7] Spot counselling is conducted online after completion of the admission process, only for the purpose of filling up vacant seats. All conversions of categories are completed in the last round of online counselling and the spot counselling considers all seats to be filled as unreserved. The vacant seats left after reporting/admission of candidates to University Schools of Studies/colleges/institutions only are considered for filling in the spot counselling.

Audit observed that out of 62 programs in the University Schools of **GGSIPU**, syllabi of six curricula were not revised in the last three to five years, and three curricula in the last five to 11 years **(Annexure 2.4)**. Similarly, the syllabi of 51 out of total 109 programs (i.e. 47 *per cent* of the courses) offered by affiliated colleges of the University were not revised by the Board of Schools of Studies of GGSIPU (44 during the last five to 16 years and seven during the last three to five years) **(Annexure 2.5)**.

The Department stated (March 2025) that GGSIPU has already implemented the National Education Policy 2020 and revised the schemes and syllabi for all undergraduate and postgraduate programs. Reply is not borne out by facts **(Annexures 2.6 and 2.7)** for University Schools and affiliated Colleges, where revisions of various courses were pending from three to 16 years.

Similarly, in **DTU**, out of the total 35 Post Graduate (PG) programs, syllabi of 18 programs (51 *per cent*) were not revised for more than three years. DTU stated (March 2024) that it reviews and updates the scheme and curriculum for various PG programs as and when AICTE recommendations are received. The Department stated (March 2025) that DTU revised the syllabus for PG programs in the year 2019.

In DPSRU, the syllabus of 13 out of the total 38 UG, PG, diploma and certificate programs (34 *per cent* of the total) offered by the University Schools were not revised (12 of them for more than five years) by the University.

DPSRU, in its reply, stated that many courses run by it are regulated by National Regulatory Council (NRC) and a uniform syllabus is being run throughout the country. However, it did not provide the list of programs regulated by NRC nor clarify whether the syllabus of the remaining programs was revised. The Department stated (March 2025) that it acknowledges the need for the University to update the syllabus according to the industry demand in time-bound manner.

Thus, there were delays in the revision of Syllabi of the courses offered by the universities and the affiliated schools/colleges, impacting the topicality of the course content offered. Non-revision/delay in the revision of programs/courses renders the education imparted outdated and irrelevant to the current demands of industries and society affecting the placement of students passing out.

2.3.2 Examinations

The Examination wings of the Universities are responsible for conducting the examinations, publication of results, and distributing degrees to successful students. The Controller/Assistant Controller of Examinations holds examinations for all such academic programs as are approved and notified for awarding of degree by the Academic Council, as per syllabi and scheme of teaching and examination approved by the Academic Council. Students' performance in examinations is an indicator to the effectiveness of teaching and learning in any academic Institution.

During 2018-23, the overall pass percentages of final year students in University Schools of **GGSIPU** was 91 *per cent* (ranging from 83 *per cent* in 2022-23 to 97 *per cent* in 2019-20); however, in case of 42 programs of University Schools, pass percentage during 2018-23 was 80 or less, affecting the overall performance of the University. In affiliated colleges, the overall pass percentage during 2018-23 was 96 *per cent* (ranging from 88 *per cent* in 2022-23 to 98 *per cent* in 2019-20) for 135 programs whereas it was 80 or less in 45 programs. In **DTU**, the percentage of final year students passing the examination ranged from 87 to 92 *per cent* during the years under review. In **DPSRU**, the pass percentage in Master's/Doctorate programs was 100, and it remained above 90 in most of the other programs also.

Audit observations regarding exams and related activities are as below.

2.3.2.1 Delay in Declaration of Results

As per guidelines for Students' Entitlement issued by UGC, "The students are entitled to timely conduct of examination and declaration of results as specified in the academic calendar in the Prospectus". Delays in the declaration of results hinders academic planning for both the students and faculty, making it challenging to organize courses, assignments and other academic activities and adversely affects students planning to pursue further studies.

GGSIPU did not have any specific schedule for declaration of results. In reply, it was stated (November 2023) that the result was declared within 45 days from the date of conduct of last examination. Audit observed that during 2018-22 (for which information was provided by the University), GGSIPU declared results of 368 examinations out of which results of 199 examinations i.e. 54 *per cent* of the results were declared with delays. In three cases in 2019-20, the delay was up to eight months.

As per various regulations/SOP/academic calendar of **DTU**, an approximate period of 30 days has been provided for declaration of results from the date of holding of last examination. Audit observed that, during 2018-23, 22 out of 183 results were declared with delays ranging up to 110 days, beyond 45 days from the date of holding of the last examination.

In **DPSRU**, no timelines were fixed for the declaration of results. The number of days taken for declaration of results ranged beyond 200 days during 2018-19 and 2019-20, although it significantly reduced to 34 days in 2022-23. DPSRU stated that a specific timeline will be included in the ordinance of the University.

The Department stated (March 2025) that in the case of GGSIPU there were some delays in the declaration of examination results in the previous years and results for academic session 2023-24 were declared within the stipulated time period of 45 days. In case of DTU, the delays in declaration of results were attributed to the shifting of the process from the University's IT system to the SAMARTH portal of the Government of India.

2.3.2.2 Delay in issuing degrees to students

UGC regulations for Grant of Degrees and Other Awards 2008 provides that the Degree award date(s) shall be within 180 days of the date(s) of declaration of results. Issuing degrees to successful students is a crucial element of the educational system and delays in issuing degrees can adversely affect the credibility and reputation of the Higher Education Institutions (HEIs) and employment/higher education opportunities of the students.

Audit observed that there were delays in issuing degrees by **GGSIPU**, ranging from eight days to seven months in respect of 100 programs (61 *per cent* of total 163 programs) and seven days to nine months in respect of 104 programs (64 *per cent* of total 163 programs) for which convocations were held in March 2022 and June 2023 respectively. In **DPSRU**, there were delays beyond the prescribed period of 180 days from declaration of results, ranging from 25 to 716 days (nearly 2 years) during 2019-22 in issuing degrees of six programs[8].

In its reply, Department attributed (March 2025) the delay in issuing degrees in case of GGSIPU to delay in holding of convocation amidst outbreak of COVID-19 and informed that the University was in the process to device a system to conduct the convocation in time. Attributing delay in issue of degrees to outbreak of Covid-19 is not acceptable as audit comment pertains to periods after Covid-19 (i.e. year 2022 and 2023). In case of DPSRU, the final degrees to the students are given during convocation and a provisional degree is issued immediately if any student so demands. Further, the BPT (Bachelor of Physiotherapy) students go for an internship after 8th semester, hence the degree is awarded to them in the succeeding year.

Thus, breach of timelines for declaration of results of examinations and delay in issuing degrees to successful students placed undue hardship on these students pursuing a career or applying for higher education.

Recommendation 3: The Universities should undertake regular revision of the syllabi to align with new developments/industry needs and timely declaration of results/award of degrees.

2.4 Research and Development, Patents, Consultancy and Collaboration with other HEIs

The National Education Policy 2020, aims to transform India's education system by 2030. It identified that lesser emphasis on research and a lack of funding for competitive peer-reviewed research across disciplines were some of the main problems plaguing the higher education system in India.

---

[8] 1. Bachelor of Physiotherapy (BPT)-2019, 2. BPT-2020, 3. BPT-2021, 4. BPT-2022, 5. D. Pharma-2018 and 6. D.Pharma-2019.

In Universities, the research efforts are funded through their schemes. Audit reviewed the R&D environment in the sampled Universities of GNCTD and the findings are as below.

2.4.1 Functioning of Research Committees

In compliance of the UGC guidelines of March 2022 for the establishment of "Research and Development Cell" in higher education Institutions (HEIs) for promoting quality research, aligned with the provisions of NEP-2020, the **GGSIPU** renamed its Directorate of Research and Consultancy (DRC) as "Research and Development Cell" (RDC) and four committees/Council[9] were constituted (November 2022) to strengthen the existing research system.

Audit observed that the Research Council constituted for facilitating and enhancing research activities across various departments and faculties did not hold any meeting, and the Product Development, Monitoring and Commercialization Committees held only one meeting in November 2022. None of the four committees/Council submitted any research activity reports to the Vice Chancellor. Also, University was yet to create the Research Information Management System (RIMS) to document the relevant database and information as envisaged under the UGC guidelines.

In its reply, the University stated (January 2024) that the reports of the various committees have been submitted to the Vice Chancellor in December 2023 and will now be submitted regularly. Further, the University proposes to establish a 'Research Information Management System (RIMS) as mandated in the UGC guidelines, and it is in the process of generating a centralized database for assets and equipment purchased for research projects.

Thus, subsequent to the Audit observation, progress reports from various committees were submitted.

Research and Development Councils were not formed in DTU and DPSRU.

2.4.2 Research Schemes of Universities

Under the *Faculty Research Grant scheme (FRGS)*, **GGSIPU** provides financial assistance to the regular teachers working in the University schools of Studies for research activities, to augment the research output of the University as one-time seed money and through annual research grants. Audit observed that there was a noticeable decrease in faculty members availing funds under Annual Research Grant component of FRGS during 2018-23, with a drop in the percentage of faculty participating in research projects from 51 *per cent* in 2018-19 to 35 *per cent* in 2022-23. Further, against a timeline of 1 April of every financial year for release

---

[9] 1. Research Council, 2. Research Programs, Promotion and Policy Development Committee, 3. Collaboration, Consultancy and community committee, 4. Product development, monitoring and commercialization Committee

of grants, grants were released with delays ranging from 32 to 172 days during the audit period.

In reply, the Department stated (March 2025) that GGSIPU was planning to hold annual meetings with all the stakeholders to encourage participation of the faculty in the FRGS. Delays in the release of FRGS grants during 2020-22 were attributed to Covid-19, and assurance was made to make more efforts for the timely disbursal of grants.

Similarly, **DTU** provides a research project grant to its permanent/regular faculty with a doctorate, for serving as an investigator in a research project under the Research Project Grants scheme as per policy framed in March 2019. DTU approved 16 research projects for which grants totalling ₹ 65.46 lakh were released during 2019-20. Eight of these research projects were completed in 2022/2023, whereas progress in the remaining projects was not ascertainable. No further research project was approved and no grant was released by DTU during the academic years 2020-23. It was also observed that 94 *per cent* of the regular faculty of DTU did not avail of the research project grant during 2019-20. In the 16 research projects undertaken by the faculty, 47 research papers were published but these research efforts did not result in obtaining of any intellectual property rights or patents, as envisaged in the research policy of the University.

In its reply, Department stated (March 2025) that no research proposal was approved by DTU during the period 2020-23 due to Covid 19 conditions and the University redesigned the Research Project Grants scheme in September 2024 and process of invitation and sanction of new proposals has been initiated.

In **DPSRU**, 13 faculty members were provided seed money of ₹ 28.33 lakh during 2021-22 whereas seed money was not provided to anyone during 2020-21 and 2022-23 despite availability of funds. As stated by the University, its faculty had published 612 research papers during 2018-23.

In its reply, the Department stated (March 2025) that it acknowledges that DPSRU needs to identify potential internal funding sources and explore government grants and private foundations to fund research activities.

The lack of enthusiasm by University faculty in research-related activities is indicative of the absence of an environment conducive to innovation and industry orientation and is reflective of the overall weak academic robustness of HEIs in Delhi.

2.4.3   Research Publications-Quantity and Quality

The h-index, or Hirsch index, is a widely recognized metric that reflects both the productivity and impact of an academic institution's research output. It takes into account the number of publications and their respective citation counts, providing a quantitative measure of the scholarly influence of the University.

The details of number of research papers published by the faculty of GGSIPU, number of Citations and H-index of the University, as reported by Web of Sciences during the calendar years 2019-23 were as given in **Table 2.3**.

Table 2.3: Details of research papers publications, number of citations and h-index

Year	2019	2020	2021	2022	2023
Number of Research Papers published annually	182	215	272	249	232
Number of regular faculty	181	181	177	203	203
Number of students pursuing PhD	290	408	506	621	743
Total no. of faculty and research scholars	471	589	683	824	946
No. of Research papers published per faculty & Scholar	0.39	0.36	0.39	0.30	0.25
Number (Progressive) of Citations	29225	32692	35974	37589	37961
h-index of the University	74	76	79	80	80

Source: Information furnished by the University

Over the years 2019-23, the GGSIPU's h-index value remained more or less static suggesting a limited improvement in the overall impact and citation of the research output. Further, the number of research papers published per faculty and scholar has shown a decreasing trend from 0.39 in 2019 to 0.25 in 2023. This meant that on an average, each faculty member and research scholar was producing fewer research papers over the period 2019-23.

The Department stated (March 2025) that GGSIPU is taking initiatives such as revision of Research Publication Grant scheme to encourage faculty to improve quality and quantity of the research and their publication.
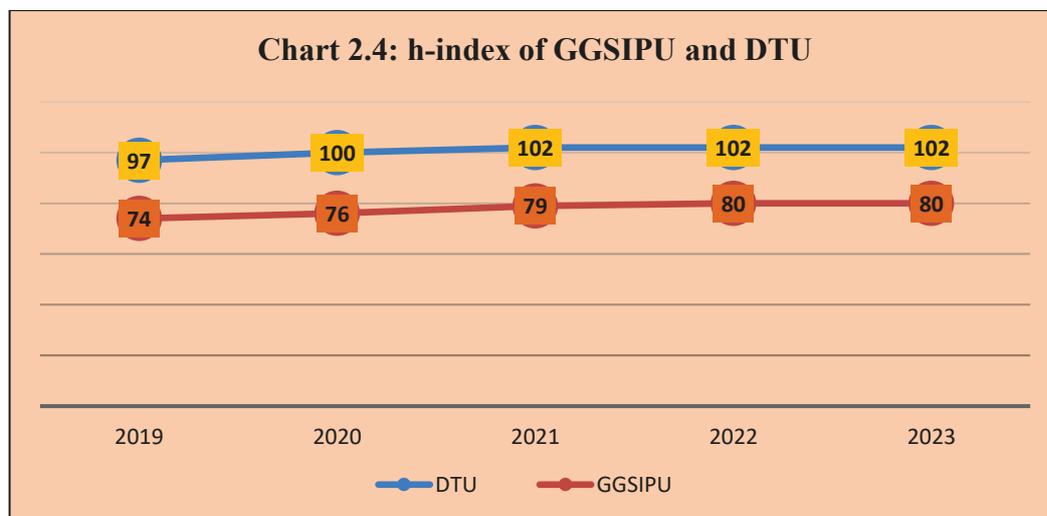
In the case of **DTU**, while performance in terms of publication of research papers and number of citation has shown a noticeable improvement during 2018-23, the h-index of the university (as reported by Web of Sciences) has remained more or less static, ranging from 97 to 102, as detailed in **Table 2.4**.

Table 2.4: Details of research papers publications, number of citations and h-index

Year	2019	2020	2021	2022	2023
Number of Research Papers published annually	321	442	694	756	852
Number of regular faculty	258	266	301	301	288
Number of students pursuing PhD	924	1065	1185	1307	1368
Total of faculty and scholars	1182	1331	1486	1608	1656
No. of Research paper publication per faculty & Scholar	0.27	0.33	0.47	0.47	0.51
Number (Progressive) of Citations	71502	83160	92758	97227	98826
h-index of the University	97	100	102	102	102

Source: Information furnished by the University from Web of Science

The Department stated (March 2025) in case of DTU that h-index is being given particular relevance and importance in the current academic pedagogy and confirmed that h-index of DTU was 102 at the time of closing of audit.

Chart 2.4: h-index of GGSIPU and DTU

Year	DTU	GGSIPU
2019	97	74
2020	100	76
2021	102	79
2022	102	80
2023	102	80

DPSRU does not maintain the h-index data. However, as per information provided, it has published total 571 research papers in Scopus index Journals with cumulative citations of 1481 during 2019-23. According to the data furnished by University from "Scopus Journal", presently the h-index of the University is 38. However, in the absence of verifiable data, Audit is not in a position to comment on year-on-year trends.

The Department stated (March 2025) that unlike universities covering a wide spectrum of disciplines, DPSRU primarily focuses on pharmaceutical sciences, where the publication and citation dynamics differ from multi-disciplinary institutions. It was further stated that the Department acknowledges the concern about the quantity and quality of research publications of DPSRU and will make efforts to foster a culture of research in the University.

As stated above, the h-index of GGSIPU ranged from 74 to 80, that of DTU from 97 to 102, and that of DPSRU was 38 as per available information. This performance by the state universities of Delhi was much below Delhi University (191 to 270 in 2018-23) and Banaras Hindu University (168 in 2022-23). While it is acknowledged that the three universities sampled in this PA cater to widely different areas of pedagogy, their performance on research metrics presents significant scope for improvement.

2.4.4 Monetization of published/awarded Patents

Research and innovation, measured by the number of Patents awarded, are reflective of the quality of education imparted by a university. Patents stimulate research and innovation in universities as they protect and monetize research output. The number of patents granted and the number of patents monetised by the three Universities during 2018-23 is as given in **Table 2.5**.

Table 2.5: Patents Awarded in 2018-23

Sl. No.	University Name	No. of Patents awarded	Monetised (₹ in lakh)
1	GGSIPU	37	Nil
2	DTU	09	Nil
3	DPSRU	Nil	Nil

While no patents were awarded to GGSIPU during 2018-20, in the subsequent three years, 37 patents were applied for/awarded. The performance of DTU and DPSRU in this regard left much to be desired. None of these Universities could generate income from the patents. It may also be mentioned that DTU scored nil marks in the sub-parameter "Intellectual Property Rights" (IPR) under the Parameter Research and Professional Practice in the NIRF rankings for 2023 indicating that its efforts in this regard was inadequate.

The Department stated (March 2025) that in case of GGSIPU, the Intellectual Property Rights (IPR) cell constituted in 2022 has become fully activated and will also work in the area of monetisation of awarded patents. In case of DTU, it was stated that the University has formulated Technology Transfer Policy to industry in September 2024 and suitable attorney has been engaged for facilitating patent filing thus ensuring improved outcomes in IPR and patents fields.

DPSRU stated (October 2024) that they have applied for patents but obtaining patents is a time consuming process and they have not received any so far. The Department stated (March 2025) that the University would explore the possibilities of monetisation of the awarded patents and utilise it for the benefit of students, faculty and the University.

2.4.5   Consultancy projects

Consultancy projects from Industry, Service Sector etc. to address real life problems which require solution in specified time frames constitutes an important activity in any University and should be supported and recognised as a performance indicator.

Details of Consultancy Projects undertaken by the sampled Universities during the period 2018-2023 are indicated in the **Table 2.6**.

Table 2.6: Consultancy projects undertaken by the Universities

Sl No.	University Name	No. of Consultancy Projects	Amount of Funds Received (₹ in lakh)
1.	GGSIPU	2	2.70
2.	DTU	149	1979.00
3.	DPSRU	4	18.70

Thus, only DTU had any significant number of consultancy projects indicating that GGSIPU and DPSRU need to devote more attention to this aspect.

The Department stated (March 2025) in case of GGSIPU that University has constituted a committee to revise the Institutional and Individual Consultancy guidelines of the University and aims to have significant improvement in the

domain of consultancy projects in coming years. In case of DPSRU, it was stated that lower number of consultancy projects was due to specialised nature of pharmaceutical sciences, where research and innovation often align more with regulatory frameworks, clinical studies and translational research rather than traditional consultancy models. DPSRU assured creation of a consultancy cell in the university to improve the situation.

In the exit conference, on the observations of Research, consultancy and patent, all three universities acknowledged the need for improvement. However, it is acknowledged that inters-se comparison amongst these universities is not feasible as DTU and DPSRU are primarily technical institutions, while GGSIPU offered a broader range of primarily general courses.

Recommendation 4: The Universities should formulate road map for instituting consultancy/ research projects aligned with the requirements of the society and industries.

2.4.6   Ineffective Collaboration with HEIs

Inter-institutional collaborations via student and faculty exchange programmes, joint seminars, conferences, and research training programs, etc. are an effective way of enhancing the quality of pedagogy, besides allowing for an exchange of ideas and practices that benefit the participating institutions.   University-wise details of collaborations with other institutions of higher education and their implementation in terms of student and faculty exchange programs during 2018-23 were as given in **Table 2.7**.

Table 2.7: Collaborations entered by the Universities and their implementation during 2018-23

Sl No.	University Name	No. of MoUs signed	No. of student exchange programmes	No. of Faculty exchange programmes
1.	GGSIPU	16	0	1
2.	DTU	28	2	1
3.	DPSRU	11	0	0

GGSIPU, with its commitment to fostering global academic collaborations, entered into 16 Memoranda of Understanding (MOUs) with various foreign higher educational institutions during 2018-23. These MOUs were designed to facilitate student and faculty exchange programs and organize joint seminars, conferences and research training programs. Audit, however, observed that the University's international partnerships were not fructifying as no student exchange programs were executed and there was only one instance of faculty exchange program during 2018-23.

The Department stated (March 2025) that GGSIPU is making efforts to organise more activities under the existing MOUs as well as exploring opportunities for new MOUs with universities all over the world.

DTU had 28 active MoUs/academic collaborations between 2017 and 2023 with foreign Higher Educational Institutions, and another five collaborations under process. However, under the student exchange programs, only five students were nominated and there was only one instance of a faculty exchange program during 2018-23. Audit also noticed that the executed MoUs for foreign collaborations were not renewed after the expiration of their validity period.

The Department stated (March 2025) that DTU has framed new guidelines for foreign collaborations in March 2024 and it is now extensively carrying out outreach activities for collaborations and will focus on student exchange programs.

DPSRU had 11 active MoUs/academic collaborations with Foreign Higher Educational Institutions between 2017 and 2023 for exchange of students, joint education programs, joint research and development programs etc. However, the University conducted no student/faculty exchange during this period.

The Department stated (March 2025) that it acknowledges the concern about ineffective collaboration with HEIs and DPSRU needs to encourage student exchange programs.

2.4.7 Equipment procurement and Inventory Management for Faculty Research Grant Scheme and Sponsored Research Projects

As per the purchase procedure provided under Clause 4 of the University Regulations (April 2016) for Sponsored Research Projects of GGSIPU, all the purchases for research projects shall be made as per the General Financial Rules (GFRs). After the completion of the project, the equipment/books purchased under the project should become the assets of the University. Audit noticed 18 cases where goods/equipment were being purchased by GGSIPU through the open market, instead of through the e-Procurement/GEM portal, which is against the provisions of Rule 149 of GFR 2017. Also, after the completion of the project, the equipment/books purchased under the Faculty Research Grant Scheme (FRGS) were not being entered in the University School's stock register and the University's centralized stock register. Further, the audit could not find any monitoring mechanism to verify the specifications of the equipment acquired through the FRGS projects.

The Department stated (March 2025) that University Schools of GGSIPU have started to maintain stock registers to record the details of equipment purchased and it has been made compulsory to record the fixed assets procured from FRGS in the stock register.

Audit observed that, in DTU, equipment, machinery and other non-consumable items costing ₹ 5.89 crore procured out of funds of research grants/sponsored projects during 2018-23 were not reflected in the accounts of the University as its assets.

The Department stated (March 2025) that DTU will trace and settle the discrepancy with regard to the reflection of said equipment in its accounts.

2.5   Placement of Students and Start-up Activities

2.5.1   Placement of Students

University Student Placement Cell serves as a bridge between students and potential employers, aiming to facilitate successful job placements and internships.

(i) As per placement data provided by the Placement cell of **GGSIPU** for 2018-22, in 11 University Schools of Studies (out of 12 Schools and 2 Centres of Excellence[10]), 34 to 64 *per cent* students secured placements through them (details of students pursuing higher education after completing their degree were not provided). Amongst the USSs, Schools of Biotechnology, Chemical Technology, Humanities & Social Sciences and Basic & Applied Sciences were lagging behind in placement of students.

The Department stated (March 2025) that equal opportunities are provided to students of all University schools, however, it is the discretion of the recruiters to offer jobs. Further, an alumni cell has been assigned with the task of maintaining a proper database for students pursuing higher education after completing their degrees.

As regards affiliated colleges, analysis of placement data for 38 affiliated colleges provided by the University revealed that several colleges exhibited inconsistent placement performance, indicating potential challenges in their placement strategies or the employability of their graduates. Five of these colleges had consistently low placement percentages/Zero placement percentage.

The Department stated (March 2025) that GGSIPU has instructed (December 2024) the affiliated colleges to create proper placement assistance infrastructure.

(ii) In **DTU**, 53 *per cent* to 64 *per cent* of students secured placements through the University's placement cell during 2018-23, while 37 *per cent* to 43 *per cent* of total final year students were neither placed through the placement cell of the University nor did they pursue higher education. Thus, the performance of the University in terms of student progression to employment or higher studies was not satisfactory.

In the exit conference, the Registrar (DTU) observed that calculating the placement percentage based on the total number of students may not be ideal, as many students choose not to participate in campus placements and instead pursue higher studies. Therefore, a more practical approach would be to determine the percentage based on the number of students placed against those who opted for placement through the placement cell. However, DTU did not provide the revised data based on actual participants in the on-campus placement drives of the University during 2018-23 and hence the same could not be worked out. Moreover, data on students pursuing

---

[10]   Two Schools have started functioning in 2021 only and no batch has passed out yet.

higher education was already considered by the Audit while computing the placement percentages.

The Department stated (March 2025) that the DTU needs to maintain the off-campus placement data, conduct an industry survey, collaborate with the industry for better placement and design courses as per industry demand.

In **DPSRU**, placement of students of Post Graduate courses through the placement division during 2018-22 ranged from 78 to 86 *per cent* on successful completion of the course, whereas the percentage of students who got placements/pursued higher education in respect of undergraduate courses ranged from 58 to 81 *per cent*. The data of students pursuing higher education for the year 2022-23 was only partially furnished.

Apart from gaining knowledge, the main purpose of obtaining university education for students is to obtain gainful employment or pursuing higher education for a better career. The placement cells of these Universities are expected to help the students in achieving this objective. However, besides having patchy data, the performance of these Universities' placement cells, where they exist, does not instil confidence vis a vis achievement of the objective behind their establishment.