

झारखण्ड सरकार

उच्च एवं तकनीकी शिक्षा विभाग

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संकल्प

विषय:- राष्ट्रीय शिक्षा नीति-2020 के समग्र क्रियान्वयन हेतु कम्पनी अधिनियम-2013 की धारा 8 के अन्तर्गत Jharkhand State Faculty Development Academy के गठन, गठन संबंधी Memorandum of Association (MoA) Article of Association (AoA), Statement of Income and Expenditure एवं Seed Money के तौर पर 22,00,00,000/- रु0 की प्रशासनिक स्वीकृति के संबंध में।

भारत सरकार द्वारा वर्ष 2015 में अपनाए गए सतत विकास एजेंडा Sustainable Development Goals-2030 के लक्ष्य 4 (SDG 4) में परिलक्षित वैश्विक शिक्षा विकास एजेंडा के अनुसार वर्ष 2030 तक सभी के लिए समावेशी और समान गुणवत्तायुक्त शिक्षा सुनिश्चित करने और जीवन पर्यंत शिक्षा के अवसरों को बढ़ावा दिए जाने का लक्ष्य है। उक्त लक्ष्य की प्राप्ति हेतु राष्ट्रीय शिक्षा नीति-2020 की अवधारणा की गई है।

2. राष्ट्रीय शिक्षा नीति-2020 के सिफारिशों के अनुसार उच्च शिक्षण संस्थानों में गुणवत्तापूर्ण उच्चतर शिक्षा के उद्देश्य से अच्छे चिंतनशील बहुमुखी प्रतिभा वाले रचनात्मक नागरिकों का विकास करना है। उच्चतर शिक्षा, मानव एवं समाज कल्याण के विकास में अति आवश्यक भूमिका निभाती है। झारखण्ड राज्य के आर्थिक विकास और आजीविकाओं को स्थायित्व देने में गुणवत्तापूर्ण उच्च शिक्षा एक महत्वपूर्ण कड़ी है। उच्चतर शिक्षा का उद्देश्य केवल व्यक्तिगत रोजगार के अवसरों का सृजन करना नहीं, बल्कि समाज से जुड़कर सामंजस्यपूर्ण, सुसंस्कृत, प्रगतिशील राज्य/राष्ट्र का प्रतिनिधित्व करने वाले व्यक्तित्व का विकास करना है।

3. राष्ट्रीय शिक्षा नीति-2020 से जुड़े लक्ष्यों को हासिल करने में शिक्षकों की महत्वपूर्ण भूमिका है। उच्चतर शिक्षण संस्थानों की सफलता के लिए शिक्षकों की गुणवत्ता एवं संलग्नता अति आवश्यक है। शिक्षकों की नियुक्ति प्रक्रिया और सेवा काल के दौरान कार्य स्थल में आगे बढ़ने के अवसरों पर राज्य सरकार द्वारा कई महत्वपूर्ण कदम उठाये जा रहे हैं। उच्च शिक्षा प्रणाली को सफल होने तथा अपेक्षित उच्चतम स्तर को प्राप्त करने के लिए उच्चतर शिक्षण संस्थानों के शिक्षकों का गुणवत्तापूर्ण शिक्षण के क्षेत्र में प्रदर्शन, अनुसंधान, नवाचार जैसे कार्यों में योगदान औसत से बहुत कम है। शिक्षकों में प्रेरणा और उत्साह की कमी के कारण गुणवत्तापूर्ण शिक्षा प्रदान करने में बाधा उत्पन्न होती है। उच्चतर शिक्षण संस्थानों में सर्वोत्कृष्ट, प्रेरित, उत्साहित एवं सक्षम शिक्षकों को सुनिश्चित करने के लिए शिक्षकों का निरंतर विकास अनिवार्य है। राष्ट्रीय शिक्षा नीति-2020 में शिक्षकों के जीवन चक्र दृष्टिकोण के आधार पर उच्च शिक्षण संस्थानों में नियुक्ति, सेवा शर्त, व्यवसायिक विकास एवं प्रगति की कल्पना की गई है एवं शिक्षकों के निरंतर विकास, अकादमिक उत्कृष्टता और नवाचार को बढ़ावा देने पर जोर दिया गया है।

4. झारखण्ड के उच्चतर शिक्षण संस्थानों में कार्यरत शिक्षकों के विकास हेतु पिछले कई वर्षों में अनेक पहल की गई है, लेकिन वर्तमान प्रणाली शिक्षकों के विकास के लिए पर्याप्त अवसर प्रदान नहीं करती है। राष्ट्रीय शिक्षा नीति-2020 के क्रियान्वयन के लिए यह आवश्यक है कि शिक्षक तकनीकी ज्ञान के साथ अपने विषय से संबंधित नये ज्ञान का निर्माण करें और एक नेता एवं सुविधाकर्ता के रूप में अपनी भूमिका निभाये।

5. उच्च एवं तकनीकी शिक्षा विभाग, झारखण्ड द्वारा राष्ट्रीय शिक्षा नीति-2020 के कार्यान्वयन के लिए दिसम्बर 2021 में दो दिवसीय राज्य स्तरीय कार्यशाला आयोजित की गई, जिसमें उपस्थित सभी संस्थानों के प्रतिनिधियों के समूहवार विमर्श एवं समर्पित किए गए सुझाव के आधार पर झारखण्ड में राष्ट्रीय शिक्षा नीति-2020 के क्रियान्वयन हेतु Concept Note तैयार किया गया। Concept Note के अन्तर्गत उच्च शिक्षण संस्थानों में शिक्षकों के क्षमतावर्द्धन के लिए Centre for Faculty Development की स्थापना की परिकल्पना की गई है। इस संबंध में





उच्च एवं तकनीकी शिक्षा विभाग, झारखण्ड तथा राँची विश्वविद्यालय के अधिकारियों द्वारा दिनांक 09 से 13 जनवरी, 2023 तक महाराष्ट्र सरकार द्वारा स्थापित Maharashtra State Faculty Development Academy का भ्रमण एवं अध्ययन किया गया।

6. उक्त के आलोक में उच्च शिक्षण संस्थानों में कार्यरत शिक्षक/शिक्षकेतर कर्मियों/पदाधिकारियों/अध्ययनरत विद्यार्थियों के क्षमतावर्द्धन हेतु झारखण्ड राज्य उच्च शिक्षा परिषद् (JSHEC) अन्तर्गत Maharashtra State Faculty Development Academy के तर्ज पर कम्पनी अधिनियम, 2013 की धारा-8 के तहत झारखण्ड राज्य में Jharkhand State Faculty Development Academy का गठन किया जाता है।

7. Jharkhand State Faculty Development Academy की स्थापना की सदृश्यता, प्रमुख सिद्धांत एवं कार्य निम्नवत होगा:-

7.1 सदृश्यता (Vision)

- (i) झारखण्ड राज्य में स्थित राजकीय विश्वविद्यालय/निजी विश्वविद्यालय/डीम्ड विश्वविद्यालय/अंगीभूत महाविद्यालय/सम्बद्ध महाविद्यालय/अभियंत्रण महाविद्यालय/पोलिटेक्निक संस्थान एवं अन्य उच्च शिक्षण संस्थानों में कार्यरत शिक्षक/शिक्षकेतर कर्मियों/पदाधिकारियों का प्राथमिकता के साथ क्षमतावर्द्धन किया जायेगा। साथ ही राष्ट्रीय/अन्य राज्यों में स्थित उच्च शिक्षण संस्थानों के शिक्षकों एवं अन्य कर्मियों का भी क्षमतावर्द्धन किया जायेगा।
- (ii) अकादमी द्वारा शिक्षकों के क्षमतावर्द्धन के लिए इंडक्शन प्रोग्राम, रिफ्रेशर कोर्स, फैकल्टी डेवलपमेंट प्रोग्राम, विषय विशिष्ट और उच्च स्तरीय प्रशिक्षण का आयोजन किया जायेगा।

7.2 राष्ट्रीय शिक्षा नीति-2020 के सिफारिशों पर अकादमी के प्रमुख सिद्धांत और दृष्टिकोण (Key Principles and Approaches) निम्नवत है:-

(i) Value based education -

- राष्ट्रीय शिक्षा नीति-2020 में परिकल्पित उद्देश्य के अनुसार उच्च शिक्षा के माध्यम से हमारे संविधान के अनुरूप मानव एवं समाज कल्याण तथा विकास के विभिन्न मुद्दों पर शिक्षकों को प्रशिक्षण दिया जायेगा।
- सभी उच्चतर शिक्षण संस्थानों में मानवीय मूल्यों एवं पेशेवर नैतिकता को बढ़ावा देने के लिए शिक्षकों का क्षमतावर्द्धन किया जायेगा।
- उच्च शिक्षण संस्थानों में मानवीय मूल्यों एवं पेशेवर नैतिकता, आचार-व्यवहार को बढ़ावा देने हेतु पाठ्यक्रम तैयार किया जायेगा, जिससे विद्यार्थियों को नैतिक मूल्यों एवं व्यवहारिक आयामों से अवगत कराया जा सके।
- शिक्षकों को ऐसी शिक्षा पद्धति अपनाने के लिए प्रोत्साहित किया जायेगा, जिसके माध्यम से अच्छे, विचारशील, चिंतनशील तथा रचनात्मक व्यक्तित्व का विकास हो।
- शिक्षकों को प्रशिक्षण के दौरान वास्तविक जीवन के अनुभवों को सुनने एवं साझा करने के दृष्टिकोण को अपनाने के लिए प्रोत्साहित किया जायेगा।
- शिक्षकों को रोल मॉडल के रूप में सक्षम बनाया जायेगा, जिससे न केवल विद्यार्थियों के ज्ञान में वृद्धि होगी, बल्कि उनके व्यक्तित्व का विकास होगा। साथ ही समाज में

Signature

Signature

अपने ज्ञान, रचनात्मक एवं सार्वजनिक जुड़ाव के माध्यम से सकारात्मक योगदान प्रदान कर सकें।

- विद्यार्थियों के मानसिक विकास, भावनात्मक बुद्धिमत्ता और व्यवहार के विभिन्न आयामों पर शोध अध्ययन हेतु प्रोत्साहित किया जायेगा। इन शोध अध्ययनों के माध्यम से नीति निर्माताओं को विद्यार्थियों के मानसिक स्थिति की जानकारी प्राप्त होगी जिसके आधार पर आवश्यकतानुसार उच्च शिक्षा में नीतिगत सुधार लाया जा सकेगा।

(ii) Creation of Knowledge, Research and Innovation

- शिक्षकों को नवीनतम शिक्षण अधिगम प्रक्रिया और शिक्षण पद्धतियों पर प्रशिक्षण दिया जायेगा।
- उच्चतर शिक्षण संस्थान में स्टार्ट-अप, Incubation Centre, Innovation Centre, प्रौद्योगिकी विकास केन्द्र विकसित करने के लिए प्रशिक्षित एवं प्रोत्साहित किया जायेगा।
- उच्च शिक्षण संस्थानों में स्थापित अनुसंधान एवं प्रौद्योगिक विकास केन्द्र/नवाचार केन्द्र को सशक्त करने हेतु सहयोग प्रदान किया जायेगा।
- उद्योग के क्षेत्र, मानविकी और सामाजिक विज्ञान के क्षेत्र में अनुसंधान से संबंधित विभिन्न Methodology पर प्रशिक्षण दिया जायेगा।
- शोधकर्ताओं, शिक्षकों एवं विद्यार्थियों को उच्च शिक्षा में विधि से संबंधित जानकारीयें जैसे—Intellectual Property Rights (IPR), Contract Law एवं Start-up / Incubators से संबंधित विधिक ज्ञान आदि प्रदान की जायेगी।
- शिक्षकों को विषय संबंधी नई एवं अद्यतन सूचनाएँ प्रदान की जायेंगी। राष्ट्रीय शिक्षा नीति-2020 के अनुरूप शिक्षकों में वैज्ञानिक एवं तर्कसंगत सोच को बढ़ावा देने संबंधी प्रशिक्षण दिया जायेगा।
- विद्यार्थियों में संज्ञानात्मक कौशल (Cognitive Skills) एवं Learning Outcomes के विकास हेतु निर्धारित मापदंडों के संबंध में शिक्षकों को प्रशिक्षण दिया जायेगा।
- केन्द्र/राज्य सरकार, उद्योग एवं बहुपक्षीय संगठनों आदि को अनुसंधान/नीति निर्माण, नवाचार एवं विकासात्मक मुद्दों में परामर्श सेवाएँ प्रदान की जायेंगी।

(iii) Curriculum Development & Pedagogy

- उच्च शिक्षण संस्थानों में समग्र और बहु-विषयक शिक्षा को बढ़ावा देने के लिए लचीले, नवीन और आकर्षक पाठ्यक्रम, शिक्षा प्रणाली एवं रचनात्मक मूल्यांकन पद्धति का विकास करने हेतु प्रशिक्षण प्रदान किया जायेगा।
- शिक्षकों को प्रभावी शिक्षण के व्यापक दृष्टिकोण पर क्षमता विकसित किया जायेगा। प्रशिक्षण में उपर्युक्त पाठ्यक्रम, रोचक शिक्षा शास्त्र एवं रचनात्मक मूल्यांकन जैसे विषय शामिल होंगे। साथ ही विद्यार्थियों को सहयोग प्रदान करने हेतु शिक्षकों को प्रशिक्षण दिया जायेगा। शिक्षकों को शिक्षा पद्धति में संचार, चर्चा, बहस, अनुसंधान को शामिल करने हेतु प्रशिक्षण दिया जायेगा एवं अन्तर्विषयक सोच के अवसरों पर बल दिया जायेगा।

Samir

Akhal

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- शिक्षकों को Learning Outcomes के आधार पर प्रासंगिक एवं रोचक पाठ्यक्रम तैयार करने हेतु प्रशिक्षण दिया जायेगा।
- उच्च शिक्षण संस्थानों में पाठ्यक्रम तैयार करने हेतु उद्योगों की आवश्यकताओं को शामिल किये जाने हेतु उद्योगों का भी सहयोग प्राप्त किया जायेगा।
- शिक्षकों को आईटी0, हाइब्रिड पद्धति, अनुकूल शिक्षण सॉफ्टवेयर और मल्टीमीडिया के उपयोग के आधार पर शिक्षा पद्धति विकास एवं इनका उपयोग करने संबंधी प्रशिक्षण प्रदान किया जायेगा।

(iv) Leadership Development

- राष्ट्रीय शिक्षा नीति-2020 के अनुरूप उच्च शिक्षा को पारदर्शी, जवाबदेही एवं गुणवत्तापूर्ण बनाने के लिए शिक्षण संस्थानों में मजबूत नेतृत्व की आवश्यकता है। साथ ही संस्थान की मान्यता और स्वायत्तता के लिए यह आवश्यक है कि उच्च शिक्षण संस्थानों में सकारात्मक नेतृत्व हो।
- शिक्षण संस्थानों की उत्कृष्टता-स्थानीय समुदाय के साथ जुड़ाव, संवैधानिक मूल्यों के मजबूत संरक्षण, सामाजिक प्रतिबद्धता, टीमवर्क, विविधता और सकारात्मक दृष्टिकोण पर केन्द्रित है।
- इस पृष्ठ भूमि में उच्च शिक्षण संस्थानों में वरिष्ठ पदों पर पदेन वरिष्ठ पदाधिकारी एवं वरिष्ठ पदों को ग्रहण करने की संभावना रखने वाले पदाधिकारियों को नेतृत्व विकास पर प्रशिक्षण प्रदान किया जायेगा। प्रशिक्षण कार्यक्रम का प्रमुख सिद्धांत-चरित्र आधारित नेतृत्व, चिंतनशील प्रणाली, आंतरिक श्रवण वास्तविक जीवन के अनुभव और समग्र शिक्षण पद्धति के माध्यम से प्रतिभागियों को प्रेरित किया जायेगा।
- इसके अतिरिक्त Strategic Planning & Management एवं वृहद संस्थागत विकास योजना (Institutional Development Plan) तैयार करने संबंधी प्रशिक्षण दिया जायेगा तथा इस संबंध में उच्च शिक्षण संस्थानों को सहयोग प्रदान किया जायेगा।
- उच्च शिक्षण संस्थानों के प्रशासन, अनुसंधान के क्षेत्र में शिक्षकों/पदाधिकारियों के योगदान को सम्मान प्रदान करने हेतु नीति तैयार किया जायेगा।

(v) Equity and Inclusion in Higher Education

- सामाजिक और आर्थिक रूप से वंचित समूह के विद्यार्थियों को उच्च शिक्षा में अधिक अवसर प्रदान करने हेतु प्रोत्साहित एवं सहयोग प्रदान किया जायेगा।
- उच्च शिक्षा में न्याय, समानता, बंधुत्व और गरिमा के संवैधानिक मूल्यों को शामिल किया जायेगा।
- शिक्षकों को उच्च शिक्षण संस्थानों को संवेदनशील बनाने के लिए विविधता एवं समावेशन के मुद्दों पर प्रशिक्षण दिया जायेगा।
- उच्च शिक्षण संस्थानों के सभी शिक्षक, शिक्षकेत्तर कर्मियों एवं पदाधिकारियों को Gender एवं Diversity जैसे मुद्दों पर प्रशिक्षण दिया जायेगा।

Amrinder

Akshay

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- विभिन्न प्रशिक्षण कार्यक्रमों के माध्यम से उच्च शिक्षण संस्थानों को Gender Sensitive Campus के रूप में परिवर्तित किया जायेगा। साथ ही संस्थानों द्वारा Diversity एवं Inclusion को मौलिक सिद्धांत के रूप में शामिल किया जायेगा।
- उच्च शिक्षण संस्थानों के सभी शिक्षक, शिक्षकेत्तर कर्मियों एवं पदाधिकारियों को दिव्यांग छात्रों के प्रति संवेदनशील बनाने हेतु प्रशिक्षण दिया जायेगा।
- दिव्यांग छात्रों एवं वंचित समुदाय के छात्रों को शिक्षा प्रदान करने हेतु विभिन्न शिक्षण पद्धति पर शिक्षकों को प्रशिक्षण दिया जायेगा।

(vi) Networking with renowned academicians' expert institutions, Higher Education Institutes

- उच्च शिक्षण संस्थानों के शिक्षकों एवं अन्य कर्मियों को प्रशिक्षण प्रदान करने के लिए अंतर्राष्ट्रीय/राष्ट्रीय/राज्य/अन्तर्राज्यीय स्तर के विश्वविद्यालयों, प्रख्यात शिक्षाविद, विद्वान एवं उच्च शिक्षण संस्थानों/अन्य संस्थानों का सहयोग प्राप्त किया जायेगा।
- अंतर्राष्ट्रीय/राष्ट्रीय/राज्य/ अन्तर्राज्यीय स्तर के संस्थानों के सहयोग से शिक्षकों को प्रशिक्षण प्रदान किया जायेगा।
- उच्च शिक्षा के क्षेत्र में Best Practices के अध्ययन के लिए शिक्षकों को प्रोत्साहन प्रदान किया जायेगा।
- अकादमी द्वारा प्रशिक्षण प्रदान किए जाने हेतु विभिन्न विश्वविद्यालयों, प्रख्यात शिक्षाविद, विद्वान एवं उच्च शिक्षण संस्थानों/अन्य संस्थानों के साथ अनुबंध किया जायेगा।

(vii) Student Support

- विद्यार्थियों को इंटर्नशिप, अप्रेंटिसशिप एवं प्लेसमेंट के अवसर प्रदान करने हेतु विभिन्न उद्योग/कम्पनी/संस्थानों का सहयोग प्राप्त किया जायेगा।
- उद्योग की आवश्यकताओं एवं बाज़ार का विश्लेषण कर विद्यार्थियों में वांछित कौशल तैयार किया जायेगा।
- उच्च शिक्षण संस्थानों में स्थापित इंटर्नशिप/अप्रेंटिसशिप/प्लेसमेंट सेल के सुदृढीकरण का कार्य किया जायेगा।
- Student Support से संबंधित केन्द्र/राज्य सरकार की सभी योजनाओं के क्रियान्वयन एवं अनुश्रवण हेतु सहयोग प्रदान किया जायेगा।
- विभिन्न उद्योग/कम्पनी/संस्थानों के आवश्यकताओं के अनुसार कौशल वृद्धि हेतु प्रशिक्षण दिया जायेगा। छात्रों को डिजिटल ज्ञान एवं सॉफ्ट स्किल पर प्रशिक्षण प्रदान करने हेतु उच्च शिक्षण संस्थानों को सहयोग प्रदान किया जायेगा।
- उच्च शिक्षण संस्थानों में छात्रों द्वारा विषय आधारित क्लब और गतिविधियाँ जैसे कि – विज्ञान, गणित, कविता, भाषा, साहित्य, संगीत, खेल आदि के लिए संस्थान को सहयोग प्रदान किया जायेगा।

Amrinder

Akhal

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- अन्तर्राष्ट्रीय स्तर के उच्च शिक्षण संस्थानों के साथ सामंजस्य स्थापित कर Student Exchange Programme एवं Dual Degree Programme के क्रियान्वयन हेतु राज्य के उच्च शिक्षण संस्थानों में स्थापित Office of International Affairs को सहयोग प्रदान किया जायेगा।

(viii) Industry/Organization - Academia Collaboration

- उच्च शिक्षण संस्थानों में अनुसंधान, नवाचार एवं रोजगार को बढ़ावा देने के लिए उद्योग एवं उच्च शिक्षण संस्थानों की सहभागिता होना अनिवार्य है।
- विभिन्न विषयों में अनुसंधान अध्ययन को scale-up अध्ययन एवं व्यवसायीकरण करने हेतु उद्योग के साथ सम्पर्क स्थापित किया जायेगा।
- उद्योग के साथ लिंकेज स्थापित कर छात्रों के लिए इंटर्नशिप और अप्रेंटिशिप का अवसर प्रदान किया जायेगा, जिसके माध्यम से छात्रों में वांछित कौशल का विकास होगा एवं वास्तविक जीवन की औद्योगिक समस्याओं पर काम करने का अवसर प्रदान होगा। छात्रों में वांछित कौशल वृद्धि से Global Market में रोजगार हासिल करने की संभावनाओं में वृद्धि होगी।
- उच्च शिक्षण संस्थान एवं उद्योग आपस में सहयोग करते हुए पारस्परिक ज्ञान का लाभ उठावेंगे। उच्च शिक्षण संस्थान एवं उद्योग के लिंकेज के माध्यम से अनुसंधान के विभिन्न विषयों का चयन किया जा सकेगा, जो उद्योग की आवश्यकताओं पर आधारित होगा। साथ ही अन्य संस्थानों से लिंकेज स्थापित कर अनुसंधान के लिए विभिन्न सामाजिक मुद्दों का चयन किया जायेगा। शिक्षकों एवं छात्रों को विभिन्न अनुसंधान गतिविधियों के लिए प्रोत्साहित किया जायेगा एवं उद्योगों से अनुसंधान गतिविधियों के लिए अनुदान के लिए सहयोग प्राप्त किया जायेगा।
- उच्च शिक्षण संस्थानों में Incubation/ Innovation centres स्थापित करने हेतु उद्योग का सहयोग प्राप्त किया जा सकेगा।
- विभिन्न उद्योगों में पदस्थापित औद्योगिक पदाधिकारियों एवं कर्मचारियों के कौशल वृद्धि हेतु प्रशिक्षण कार्यक्रम आयोजित किए जायेंगे जिसमें शिक्षक अपने समृद्ध अनुभव का उपयोग करते हुए प्रशिक्षण प्रदान करेंगे। इसमें शिक्षण संस्थान और उद्योगों के बीच सामंजस्य स्थापित रहेगा।
- झारखण्ड राज्य अनुसंधान, नवाचार एवं स्टार्ट-अप प्रमोशन बोर्ड के साथ समन्वय स्थापित कर विभिन्न अनुसंधान गतिविधियों को बढ़ावा दिया जायेगा।

(ix) भारतीय ज्ञान प्रणाली (Indian Knowledge System) को प्रोत्साहित करना

- भारतीय और क्षेत्रीय ज्ञान प्रणाली को प्रोत्साहित करने के लिए बहुपक्षीय संगठनों, अनुसंधान संस्थानों, अंतर्राष्ट्रीय और राष्ट्रीय उच्च शिक्षा संस्थानों से अनुदान प्राप्त करने हेतु झारखण्ड में अवस्थित उच्च शिक्षण संस्थानों को सहयोग प्रदान किया जायेगा।
- वैज्ञानिक और औद्योगिक अनुसंधान परिषद् और आयुष मंत्रालय, भारत सरकार की संयुक्त पहल के आलोक में पारंपरिक ज्ञान डिजिटल लाइब्रेरी के माध्यम से जनजातीय

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और क्षेत्रीय भाषाओं के पारंपरिक शास्त्रों पर पेटेंट दाखिल करने में उच्च शिक्षण संस्थानों को प्रशिक्षण एवं सहयोग प्रदान किया जायेगा।

- राज्य सरकार द्वारा कार्यान्वित उच्च शिक्षा से संबंधित योजनाओं में भारतीय ज्ञान प्रणाली को लोकप्रिय बनाने के लिए सुव्यवस्थित किया जायेगा।
- भारतीय ज्ञान प्रणाली में प्राचीन प्रथाओं को समझने के लिए चर्चा, व्याख्यान और कार्यशालाओं का आयोजन किया जायेगा। साथ ही उच्च शिक्षा में भारतीय ज्ञान प्रणाली को शामिल करने के लिए पाठ्यक्रम तैयार किया जायेगा।
- प्राचीन भारत के पारंपरिक ग्रंथों और मौखिक परंपराओं और उनके प्रस्तावित आधुनिक समय के अनुप्रयोगों के अध्ययन को बढ़ावा देने हेतु राज्य के बुद्धिजीवियों एवं भारतीय ज्ञान प्रणाली में कार्यरत संस्थानों के साथ समन्वय स्थापित किया जायेगा।
- राज्य के उच्च शिक्षण संस्थानों के शिक्षकों का क्षमतावर्धन कर विभिन्न पाठ्यपुस्तकों को स्थानीय भाषाओं में अनुवाद किया जायेगा।

(x) उद्यमिता की भावना का विकास करना (Spirit of Entrepreneurship Development)

- सभी उत्साहित छात्रों में उद्यमिता के विकास हेतु सक्षम बनाने की प्रक्रिया में एक मंच प्रदान किया जायेगा जहाँ उत्साहित छात्र उद्यमिता के क्षेत्र में उत्कृष्ट संगठनों से मार्गदर्शन प्राप्त कर सकेंगे।
- "जॉब" के बजाय "जॉब क्रिएटर्स" बनाने के लिए क्रियाविधि विकसित किया जायेगा।
- छात्रों द्वारा अपने अभिनव विचार को प्रदर्शित करने के लिए वार्षिक कार्यक्रमों का आयोजन किया जायेगा एवं इन कार्यक्रमों के माध्यम से उद्योगों को निवेश करने के लिए प्रेरित किया जायेगा।
- नवोदित स्टार्ट-अप के विकास के लिए वन स्टॉप समाधान (One-Stop Solution) प्रदान किया जायेगा जहाँ शिक्षक और उद्योग के क्षेत्र के विशेषज्ञों से परामर्श किया जाएगा एवं तकनीकी और विधि सहायता भी प्राप्त की जायेगी।

(xi) नीति विश्लेषण और प्रतिक्रिया

- उच्च शिक्षा के विकास से संबंधित नीतियों, योजनाओं और कार्यक्रमों की रूप रेखा तैयार करने में सहयोग प्रदान करना।
- राष्ट्रीय और अंतरराष्ट्रीय ख्याति प्राप्त अनुभवी विशेषज्ञों की सक्रिय भागीदारी की मदद से उच्च शिक्षा से संबंधित नीतिगत पहल तैयार करने में सहयोग प्रदान किया जायेगा।
- राज्य द्वारा विभिन्न योजनाओं और नीतियों की मूल्यांकन हेतु स्वतंत्र और वैज्ञानिक पद्धति विकसित और कार्यान्वित किया जायेगा।
- बेसलाइन सर्वेक्षण, State Institutional Ranking Framework (SIRF), All India Survey on Higher Education (AISHE) और अन्य गतिविधियों के माध्यम से एकत्रित डेटा के सत्यापन और सांख्यिकीय मॉडलिंग में तकनीकी सहायता प्रदान करना।







- शिक्षक और छात्र को केन्द्रित करते हुए उच्च शिक्षा की स्थिति पर वार्षिक प्रतिवेदन तैयार करना। यह प्रतिवेदन नीति निर्माताओं को नीतियों के प्रभाव को आंकने में सहयोग प्रदान करेगा एवं नीतियों में संभावित सुधार लाने में सहायता प्रदान करेगा।

7.3 Jharkhand State Faculty Development Academy अन्तर्गत उच्च शिक्षण संस्थानों के शिक्षकों/शिक्षकेत्तर कर्मियों/पदाधिकारियों को विभिन्न प्रशिक्षण कार्यक्रमों/कार्यशाला/सेमिनार आदि के माध्यम से क्षमतावर्द्धन करने के लिए अकादमी में निम्नलिखित 10 केन्द्रों की स्थापना एवं संचालन किया जायेगा:-

(i) **Centre for Value based education**

- इस केन्द्र के द्वारा शिक्षकों को शिक्षा के व्यापक संदर्भ एवं समाज में शिक्षक की भूमिका के संबंध में प्रशिक्षण प्रदान किया जायेगा। प्रशिक्षण के मुख्य विषय-मानवतावादी, पेशेवर नैतिकता, संवैधानिक और सार्वभौमिक मानवीय एवं नैतिक मूल्यों जैसे सत्य, नेक आचरण, शांति, प्रेम, अहिंसा, वैज्ञानिक दृष्टिकोण, मनोवैज्ञानिक स्वास्थ्य, नागरिक मूल्य, जीवन कौशल, सेवा/सेवा के पाठ और सामुदायिक सेवा कार्यक्रमों में भागीदारी, होंगे।
- शिक्षकों को वैश्विक मुद्दों से अवगत होने और समझने के लिए सशक्त बनाना ताकि एक शांतिपूर्ण, सहिष्णु, समावेशी, सुरक्षित एवं विकसित समाज का निर्माण हो। इसके अतिरिक्त धर्मनिरपेक्षता, राष्ट्रीय एकता, बहुसंस्कृति, समानता, भारतीय परम्परा, मानव अधिकार संबंधी विषयों पर प्रशिक्षण दिया जायेगा।
- छात्रों के मानसिक स्थिति, भावनात्मक बुद्धिमत्ता, विनाशकारी भावनाओं का सामना एवं नियंत्रित करने के लिए शिक्षकों द्वारा सहयोग प्रदान किया जायेगा। इसके लिए शिक्षकों को प्रशिक्षण दिया जायेगा ताकि छात्रों को आवश्यकतानुसार सही तरीके से सहयोग प्रदान किया जाए। मन की शांति बनाये रखने के लिए एवं भावनाओं के महत्व को समझने के लिए छात्रों को प्रतिकूल परिस्थितियों का सामना एवं मन को नियंत्रित रखने के लिए सक्षम बनाया जायेगा।
- उच्च शिक्षण संस्थानों को संवेदनशील एवं जाति, धर्म और लिंग आधारित भेद-भाव के सभी रूपों से शून्य सहिष्णुता बनाने में सहयोग प्रदान करेगा।
- शिक्षकों को समानता, सम्मान, जीने के अधिकार और शिक्षा के अधिकार पर संवेदनशील बनाने हेतु प्रशिक्षण दिया जायेगा।
- उच्च शिक्षण संस्थानों में सभी शिक्षक एवं कर्मियों को जेंडर (Transgender सहित) के प्रति संवेदनशील बनाने हेतु प्रशिक्षण प्रदान किया जायेगा। साथ ही महिला शिक्षकों में नेतृत्व की क्षमता को उभारने एवं उन्हें कुशल प्रशासक बनाने हेतु प्रशिक्षण प्रदान करेगा।
- दिव्यांग छात्रों के प्रति संवेदनशील बनाने हेतु प्रशिक्षण दिया जायेगा। इसके अतिरिक्त शिक्षकों को inclusive education, legal rights of Divyangjans, emotional support and teaching methodologies जैसे विषयों पर क्षमतावर्धन किया जायेगा।
- सभी प्रशिक्षण कार्यक्रमों में Inclusion एवं Gender को cross cutting theme के रूप में शामिल किया जायेगा।

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- उच्च शिक्षण संस्थानों द्वारा Career guidance programmes एवं अन्य प्रशिक्षण कार्यक्रमों के माध्यम से छात्रों में Reasoning, Aptitude and Quantitative Skills को बढ़ावा दिया जायेगा। साथ ही विभिन्न विषयों जैसे—resume writing, communication skills, english speaking and mock interview पर प्रशिक्षण दिया जायेगा।
- उच्च शिक्षण संस्थानों में छात्रों द्वारा विषय आधारित क्लब और गतिविधियाँ जैसे कि—विज्ञान, गणित, कविता, भाषा, साहित्य, संगीत, खेल आदि के लिए सहयोग प्रदान किया जायेगा।

(ii) **Centre for Knowledge Technology, Research and Innovation-**

- शिक्षकों को प्रभावी शिक्षण पद्धति हेतु आवश्यक कुशलता एवं संवेदनशीलता पर प्रशिक्षण प्रदान किया जायेगा।
- शिक्षकों को विभिन्न विषयों के संबंध में अद्यतन ज्ञान, अनुसंधान से संबंधित अध्ययन कार्य में कुशलता अर्जित करने हेतु प्रशिक्षण प्रदान किया जायेगा।
- शिक्षकों को उद्योग क्षेत्र से संबंधित अनुसंधान और नवाचार, सामाजिक मुद्दों पर अनुसंधान, उद्यमिता विकास के संबंध में प्रशिक्षण दिया जायेगा।
- शिक्षण के क्षेत्र में नवीनतम प्रक्रियाओं, पद्धतियों और तकनीकों के उपयोग पर शिक्षकों को प्रशिक्षण दिया जायेगा। शिक्षण पद्धति में जाँच आधारित शिक्षण कौशल, अनुसंधान आधारित व्यवहारिक प्रयोगशाला, हाईब्रीड मोड, रचनात्मक और योगात्मक मूल्यांकन विधियों को शामिल करने हेतु प्रशिक्षण दिया जायेगा।
- शिक्षकों को Incubation/ innovation centres स्थापित करने एवं संचालन हेतु आवश्यक क्षमतावर्द्धन किया जायेगा। शिक्षकों को शिक्षण पद्धति में नवीनतम प्रक्रिया और तकनीकी शिक्षण पद्धति अपनाने के संबंध में भी प्रशिक्षण प्रदान किया जायेगा।
- शिक्षकों को विषय संबंधी पुनश्चर्या (Refresher) पाठ्यक्रम, अन्तर्विषयक पुनश्चर्या पाठ्यक्रम और बहुविषयक पुनश्चर्या पाठ्यक्रम पर प्रशिक्षण दिया जायेगा। इसके अतिरिक्त अनुसंधान, उद्यमिता विकास Publication ethics, learning outcomes पर प्रशिक्षण दिया जायेगा।
- सभी राजकीय विश्वविद्यालयों एवं महाविद्यालयों के प्रमुख अनुसंधान कार्य, प्रकाशित पत्रों और पेटेंट का संकलन कर एवं अकादमी द्वारा आयोजित विभिन्न प्रशिक्षण कार्यक्रमों पर वार्षिक प्रतिवेदन तैयार किया जायेगा।

(iii) **Centre for Digital Learning –**

- शिक्षकों को ज्ञान का सूत्रधार, मार्गदर्शक, परामर्शदाता, ई-ट्यूटर के रूप में अपनी भूमिका को सशक्त बनाने हेतु प्रशिक्षण दिया जायेगा।
- शिक्षकों को MOOCs, SWAYAM और अन्य ऑनलाइन कार्यक्रमों के माध्यम से कौशल वृद्धि और शिक्षा शास्त्र से संबंधित अल्पकालिक पाठ्यक्रमों को पूर्ण करने हेतु प्रोत्साहित एवं सहयोग प्रदान किया जायेगा।
- सभी उच्च शिक्षण संस्थानों के लिए एक समान डिजिटल नीति तैयार किया जायेगा।

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- विभिन्न ऑनलाईन पाठ्यक्रमों और शिक्षण प्रबंधन प्रणाली (LMS) के लिए ई-सामग्री विकसित करने में शिक्षकों को प्रशिक्षण एवं सहयोग प्रदान किया जायेगा। ई-सामग्री के विकास में स्थानीय भाषाओं का उपयोग किया जायेगा एवं ई-सामग्री को लचीला, प्रभावशाली एवं रोचक बनाया जायेगा।
- उच्च शिक्षण संस्थानों में राज्य सरकार द्वारा Digital Initiative के अन्तर्गत Enterprise Resource Planning (ERP) solution, Wi-fi, ABC-NAD, Baseline Survey, Smartboard and Jharkhand State Institutional Ranking Framework के क्रियान्वयन में प्रशिक्षण/सहयोग प्रदान किया जायेगा।

(iv) **Centre for Curriculum Development and Pedagogy –**

- शिक्षकों को अन्तर्विषयक और बहुविषयक पाठ्यक्रम और शिक्षण पद्धति को विकसित करने हेतु क्षमतावर्द्धन किया जायेगा।
- विषय संबंधी अद्यतन विकास के आधार पर पाठ्यक्रमों का समय-समय पर समीक्षा एवं संशोधन किया जायेगा। शिक्षकों को रचनात्मक, रोचक एवं आकर्षक पाठ्यक्रमों के विकास के लिए प्रशिक्षण प्रदान किया जायेगा।
- शिक्षकों को शिक्षण पद्धति एवं अनुसंधान गतिविधियों में IT आधारित उपकरणों, डिजिटल मीडिया एवं नई तकनीकों के उपयोग करने हेतु प्रोत्साहित एवं प्रशिक्षण दिया जायेगा ताकि बेहतर शिक्षा के लिए रणनीति तैयार किया जा सके।
- शिक्षकों को शिक्षा के क्षेत्र में नई तकनीकों का प्रयोग एवं अनुसंधान गतिविधियों में नई तकनीकों के प्रयोग हेतु जानकारी प्रदान किया जायेगा ताकि उच्च शिक्षा के बदलते स्वरूप पर शिक्षक अपनी समझ बना सके एवं विषय संबंधी ज्ञान का भी विस्तार हो।

(v) **Centre for Leadership Development –**

- उच्च शिक्षण संस्थानों में वरिष्ठ पदों पर पदस्थापित वरिष्ठ पदाधिकारी एवं इन पदों के संभावित पदाधिकारियों के नेतृत्व विकास पर प्रशिक्षण प्रदान किया जायेगा।
- प्रशिक्षण में टीम वर्क, चुनौती आधारित गतिविधियाँ और चिंतनशील संवाद शामिल होंगे। नवनियुक्त कुलपति, प्रति कुलपति, कुलसचिव, प्राचार्य एवं अन्य वरिष्ठ पदाधिकारी, शिक्षक को नेतृत्व, सामाजिक कौशल, प्रबंधन कौशल, निर्णय लेने से संबंधित कुशलता हेतु प्रशिक्षित किया जायेगा।
- Induction, mid-career and refresher courses पर प्रशिक्षण प्रदान किया जायेगा।
- वरिष्ठ शिक्षकों एवं पदाधिकारियों को विश्वविद्यालय अनुदान आयोग अधिनियम, झारखण्ड एवं अन्य राज्यों के उच्च शिक्षा से संबंधित नियम-परिनियम एवं विनियम एवं राष्ट्रीय स्तर पर गठित regulatory bodies द्वारा समय-समय पर निर्गत नियम आदि पर प्रशिक्षण दिया जायेगा। साथ ही राष्ट्रीय एवं अन्तर्राष्ट्रीय स्तर पर उच्च शिक्षा की स्थिति, विश्वविद्यालय एवं महाविद्यालयों की संरचना एवं भूमिका, राष्ट्रीय स्तर पर गठित विभिन्न regulatory bodies की भूमिका एवं राष्ट्रीय स्तर पर विभिन्न संस्थानों के अन्तर्गत उच्च शिक्षा से संबंधित परियोजनाओं पर प्रशिक्षण दिया जायेगा।

Samuel

Akshat

AK

- नव नियुक्त कुलपति, प्रति कुलपति, कुलसचिव, प्राचार्य/प्राचार्या एवं वरिष्ठ शिक्षकों में नेतृत्व के गुण, सामाजिक कौशल, प्रबंधन कौशल, निर्णय लेने की कुशलता पर प्रशिक्षण दिया जायेगा। साथ ही संचार कौशल, हितधारकों को प्रबंधित करने की कुशलता, संघर्ष प्रबंधन की कुशलता, चुनौती लेने की कुशलता को प्रशिक्षण कार्यक्रमों में शामिल किया जायेगा।

(vi) Centre for Networking and Collaboration –

- विभिन्न प्रशिक्षण कार्यक्रमों के आयोजन हेतु राष्ट्र/राज्य/अन्तर्राज्य स्तर के उत्कृष्ट उच्च शिक्षण संस्थानों/विशेषज्ञों/विद्वानों/उद्योग/अन्य संस्थानों की पहचान कर समन्वय स्थापित किया जायेगा।
- केन्द्र द्वारा उच्च शिक्षण संस्थानों के शिक्षकों एवं अन्य कर्मियों को प्रशिक्षण प्रदान करने के लिए अंतर्राष्ट्रीय/राष्ट्रीय/राज्य/ अन्तर्राज्य स्तर के विश्वविद्यालयों, प्रख्यात शिक्षाविद, विद्वान एवं उच्च शिक्षण संस्थानों/ अन्य संस्थानों के साथ अनुबंध किया जायेगा। प्रशिक्षण कार्यक्रम संभावित Knowledge Partners के परिसर में उनके सहयोग से आयोजित किया जायेगा।
- इस केन्द्र द्वारा Training Modules, Training Manuals, Resource Material एवं प्रतिवेदन तैयार करने में दूसरे केन्द्रों का सहयोग किया जायेगा।
- प्रत्येक प्रशिक्षण कार्यक्रम के उपरांत feedback के लिए एक प्रणाली तैयार किया जायेगा। Feedback के अनुसार प्रशिक्षण कार्यक्रम में आवश्यक सुधार लाया जायेगा। साथ ही प्रशिक्षण कार्यक्रमों का प्रतिवेदन, लघु फिल्म, वीडियो क्लिप तैयार कर सोशल मीडिया पर प्रकाशित किया जायेगा।
- उच्च शिक्षा संबंधी नीतियों पर उच्च एवं तकनीकी शिक्षा विभाग को फीडबैक उपलब्ध कराया जायेगा एवं नीति तैयार करने के संबंध में विभाग को सहयोग प्रदान करना किया जायेगा।

(vii) Centre for Industry Academia Collaboration –

- केन्द्र द्वारा राष्ट्रीय/अन्तर्राष्ट्रीय स्तर के उद्योग/कम्पनियों को इंटरनशिप, अप्रेंटिसशिप और प्लेसमेंट को बढ़ावा देने हेतु चिन्हित किया जायेगा।
- शिक्षण संस्थानों और उद्योगों के बीच औद्योगिक सम्पर्क को मजबूत करने हेतु अनुबंध किया जायेगा। उद्योगों के सहयोग से उच्च शिक्षण संस्थान में इंटरनशिप/अप्रेंटिसशिप/रोजगार के अवसर प्राप्त होंगे जिससे झारखण्ड में अध्ययनरत छात्रों को लाभ प्राप्त होगा।
- पूर्ववर्ती छात्रों (Alumni) के साथ सहयोग स्थापित किया जायेगा जिसके तहत उद्योगों एवं संस्थानों में इंटरनशिप, अप्रेंटिसशिप और प्लेसमेंट के अवसर प्रदान होंगे।
- सभी उच्च शिक्षण संस्थानों के लिए एक समान डिजीटल नीति तैयार किया जायेगा।
- उद्योग एवं ग्लोबल मार्केट का अध्ययन कर उद्योग एवं मार्केट के आवश्यकतानुसार पाठ्यक्रमों को संशोधित किया जायेगा।
- उच्च शिक्षण संस्थानों में स्थापित प्लेसमेंट/इंटरनशिप सेल को सशक्त करने में सहयोग प्रदान किया जायेगा।

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- उच्च शिक्षण संस्थानों द्वारा छात्रों में Career guidance programmes एवं अन्य प्रशिक्षण कार्यक्रमों के माध्यम से Reasoning, Aptitude and Quantitative Skills को बढ़ावा दिया जायेगा। साथ ही विभिन्न विषयों जैसे—resume writing, communication skills, english speaking and mock interview पर प्रशिक्षण दिया जायेगा।

(viii) **Centre for promotion of Inter-Disciplinary Studies**

- अन्तर्विषयक वैज्ञानिक अनुसंधान, उच्च स्तरीय अन्तर्विषयक अध्ययन को बढ़ावा देने हेतु विभिन्न राजकीय एवं निजी विश्वविद्यालयों के साथ समन्वय स्थापित किया जायेगा।
- राष्ट्रीय एवं अंतर्राष्ट्रीय स्तर के बुद्धिजीवी, वैज्ञानिक, शोधकर्ता, शिक्षक एवं छात्रों के साथ पारस्परिक विचार-विमर्श हेतु एक मंच प्रदान करना।
- अकादमी द्वारा अन्तर्विषयक अनुसंधान पर सेमिनार, कार्यशाला, कॉन्फ्रेंस एवं व्याख्यानों का आयोजन किया जायेगा।
- शिक्षकों, अनुसंधानकर्ताओं एवं छात्रों को अनुसंधान गतिविधियों के लिए प्रोत्साहन एवं सहयोग प्रदान किया जायेगा।

(ix) **Centre for Advancement of Indian Knowledge System (IKS)**

- भारतीय पारम्परिक ज्ञान प्रणाली की दार्शनिक और वैज्ञानिक समझ के संरक्षण, भारतीय विरासत और संस्कृति के संरक्षण दस्तावेजीकरण के लिए बहुविषयक अनुसंधान को बढ़ावा दिया जायेगा।
- भारतीय भाषाओं में प्राचीन पाठ्य सामग्री और पांडुलिपियों, प्राचीन शिल्प एवं कौशल से संबंधित विषयों पर अध्ययन को बढ़ावा दिया जायेगा।
- वैज्ञानिक और औद्योगिक अनुसंधान परिषद् और आयुष मंत्रालय, भारत सरकार की संयुक्त पहल, पारंपरिक ज्ञान डिजिटल लाइब्रेरी के माध्यम से जनजातीय और क्षेत्रीय भाषाओं के पारंपरिक शास्त्रों पर पेटेंट दाखिल करने में उच्च शिक्षण संस्थानों को प्रशिक्षण एवं सहयोग प्रदान किया जायेगा।
- शिक्षकों को स्थानीय एवं क्षेत्रीय स्तर के सामाजिक मुद्दे, भारतीय विरासत एवं संस्कृति का संरक्षण एवं उद्योग के आवश्यकतानुसार अनुसंधान गतिविधियों के लिए प्रेरित किया जायेगा।
- भारतीय ज्ञान प्रणाली के विषय पर अनुसंधान करना जो पारम्परिक और समकालीन ज्ञान के लिए कार्यक्रमों के विकास में मार्गदर्शन करेगा।
- स्थानीय आवश्यकताओं, पर्यावरणीय बाधाओं और उत्पादन प्रणाली का वास्तविक मूल्यांकन हेतु एक प्रभावी पद्धति विकसित किया जायेगा।

(x) **Centre for Development of Entrepreneurship**

- उच्च शिक्षण संस्थानों में Incubation centre/business centre स्थापित करने के लिए प्रशिक्षण प्रदान किया जायेगा।

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- उच्च शिक्षण संस्थानों द्वारा इच्छुक छात्रों को Entrepreneurship Development से संबंधित Intellectual Property Rights, Patent एवं related legal matters पर प्रशिक्षण दिया जायेगा।
- Entrepreneurship Development से संबंधित पेटेंट प्राप्त करने हेतु आवश्यक सहयोग प्रदान किया जायेगा।
- शिक्षकों एवं छात्रों को रिसर्च पेपर तैयार करने एवं प्रस्तुतीकरण में कुशलता अर्जित करने हेतु प्रशिक्षण प्रदान किया जायेगा।

8. **Knowledge Partners**

- अकादमी द्वारा छात्र केन्द्रित शिक्षण दृष्टिकोण को मूलदर्शन मानते हुए विभिन्न प्रशिक्षण कार्यक्रमों का आयोजन किया जायेगा। प्रशिक्षण के द्वारा शिक्षकों में न केवल ज्ञान की वृद्धि होगी बल्कि शिक्षण की पद्धति पर नवीनतम कुशलता अर्जित होगी।
- प्रशिक्षण ऑनलाईन एवं ऑफलाईन माध्यम से आयोजित किए जायेंगे। प्रशिक्षण व्यक्तिगत एवं संस्थागत रूप से प्रदान किया जायेगा। संस्थागत माध्यम में संस्थान में विषयगत क्षेत्र पर दीर्घकालिक प्रभाव डालने के लिए चरणबद्ध तरीके से प्रशिक्षण दिया जायेगा।
- गुणवत्तापूर्ण प्रशिक्षण प्रदान करने हेतु अंतरराष्ट्रीय/राष्ट्रीय/राज्य/अंतर्राज्य स्तर के उच्च शिक्षण संस्थानों, प्रतिष्ठित संगठनों, शिक्षाविदों, बुद्धिजीवियों के साथ समन्वय स्थापित किया जायेगा।
- विभिन्न प्रशिक्षण कार्यक्रम संभावित Knowledge Partners के सहयोग से उनके परिसर में आयोजित किया जायेगा।
- अंतर्राष्ट्रीय/राष्ट्रीय/राज्य के उच्च शिक्षण संस्थानों, उद्योग, प्रमुख गैर सरकारी संस्थान, सिविल सोसाइटी संस्थान, केन्द्र/राज्य सरकार के मंत्रालय एवं विभाग, अन्य राज्यों में स्थित Faculty Development Academy, राष्ट्रीय/राज्य स्तर के Teachers Training Institute एवं अन्य Corporate Management Training Academies के साथ तकनीकी साझेदारी और अनुबंध करते हुए क्षमता निर्माण कार्यक्रमों का क्रियान्वयन किया जायेगा।
- अकादमी द्वारा राज्य/अन्य राज्यों के राजकीय विश्वविद्यालयों एवं उत्कृष्ट शैक्षणिक संस्थानों/अन्य संस्थानों के साथ समझौता, साझेदारी एवं अनुबंध करते हुए क्षमता निर्माण कार्यक्रमों का क्रियान्वयन किया जायेगा। उच्च शिक्षण संस्थानों में विभिन्न विषयों पर प्रशिक्षण प्रदान करने हेतु संभावित उत्कृष्ट शैक्षणिक संस्थानों की सूची निम्नलिखित है:-

Sl. No.	Potential Knowledge Partners
1.	Indian Institute of Technology (ISM), Dhanbad
2.	Indian Institute of Information and Technology, Ranchi
3.	Indian Institute of Management, Ranchi
4.	National Institute of Technology, Jamshedpur
5.	National University of Educational Planning & Administration, New Delhi
6.	National Law and Research University, Ranchi
7.	National Metallurgical Laboratory, Jamshedpur
8.	National Institute of Teachers Training and Research, Bhopal/ Kolkata/Chandigarh/Chennai
9.	Shri Krishna Institute of Public Administration, Ranchi (SKIPA)
10.	Central Mine Planning and Design Institute Limited, Ranchi (CMPDI)

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11.	Dr. Ramdayal Munda Tribal Welfare Research Institute, Ranchi
12.	Birsa Agriculture University, Ranchi
13.	BIT, Sindri, Dhanbad
14.	Public Universities within and outside Jharkhand
15.	Maharashtra State Faculty Development Academy, Pune, Maharashtra
16.	BIT, Mesra, Ranchi
17.	XISS, Ranchi
18.	XLRI, Jamshedpur
19.	Amity University, Ranchi
20.	Usha Martin University, Ranchi
21.	Sarala Birla University, Ranchi
22.	ICFAI University, Ranchi
23.	Ramakrishna Mission Vivekananda Educational and Research Institute, Morabadi, Ranchi
24.	Adhyayan Foundation, Bengaluru
25.	Kalinga Institute of Social Sciences, Bhubaneswar, Odisha
26.	Mor Mitti - Indian Knowledge System, Jharkhand
27.	Pratham Foundation, Delhi
28.	Regional Training Institute-CAG, Ranchi
29.	Tata Steel Industry Consulting Division, Jamshedpur
30.	Institute of Chartered Accountants of India

इसके अतिरिक्त राष्ट्र एवं राज्य के अन्य उच्च शिक्षण संस्थानों/गैर सरकारी संस्थानों/केन्द्रीय एवं राज्य स्तर के संस्थानों के साथ विचार विमर्श के पश्चात् साझेदारी की जायेगी।

9. झारखण्ड राज्य में **Jharkhand State Faculty Development Academy** की स्थापना कम्पनी अधिनियम 2013 की धारा-8 के अन्तर्गत की जायेगी। अकादमी को कम्पनी के रूप में स्थापित करने हेतु Memorandum of Association (MoA), Article of Association (AoA) एवं Statement of Income and Expenditure तैयार किया गया है। MoA में कम्पनी के उद्देश्य को विस्तृत रूप से उल्लेखित किया गया है एवं AoA में कम्पनी की रूपरेखा Power of Boards, Meeting of Board, General Meeting एवं अन्य प्रावधानों का विस्तृत रूप से उल्लेख है।

Jharkhand State Faculty Development Academy में निम्नलिखित Equity shareholders रहेंगे:-

Sl. No	Name of Shareholder	%age of share	Number of Shares
1.	Hon'ble Governor of Jharkhand through Additional Chief Secretary/Principal Secretary/ Secretary, Department of Higher and Technical Education, Jharkhand	99.9	9990
2.	Additional Chief Secretary/Principal Secretary/ Secretary, Department of Finance, Jharkhand	0.1	1
3.	Vice Chancellor, Ranchi University, Ranchi		1
4.	Vice Chancellor, Kolhan University, Chaibasa		1
5.	Vice Chancellor, Vinoba Bhave University, Hazaribagh		1
6.	Vice Chancellor, Sido Kanhu Murmu University, Dumka		1
7.	Vice Chancellor, Nilamber Pitamber University, Palamu		1
8.	Vice Chancellor, Binod Bihari Mahato Kolyanchal University, Dhanbad		1
9.	Vice Chancellor, Dr. Shyama Prasad Mukherjee University, Ranchi		1
10.	Vice Chancellor, Jamshedpur Women's University, Jamshedpur		1
11.	Vice Chancellor, Jharkhand University of Technology, Ranchi		1

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10. अकादमी के निम्नलिखित Board of Directors होंगे:-

Sl. No.	First Directors	
1.	Chairman-Additional Chief Secretary/Principal Secretary/Secretary, Department of Higher and Technical Education, Government of Jharkhand	Ex-officio
2.	Special Secretary/Joint Secretary, Department of Finance, Government of Jharkhand	Ex-officio
3.	Executive Director, Jharkhand State Faculty Development Academy-cum-Director, Higher Education, Department of Higher & Technical Education, Government of Jharkhand	Ex-officio
4.	Director, Sri Krishna Institute of Public Administration, Ranchi, Government of Jharkhand	Ex-officio
5.	Director, Technical Education, Department of Higher & Technical Education, Government of Jharkhand	Ex-officio
6.	Vice Chancellor, BIT Mesra, Ranchi	Ex-officio
7.	Director, Indian Institute of Management (IIM), Ranchi	Ex-officio
Other Directors		
1.	Vice Chancellor of 01 State Public Universities of Jharkhand nominated by Board of Directors in rotation for one year	Ex-officio
2.	Vice Chancellor, one Private University of Jharkhand nominated by Board of Directors in rotation for one year	Ex-officio
3.	01 Eminent Educationist nominated by Board of Directors	Ex-officio
4.	One Representative from Industry nominated by Board of Directors	Ex-officio

11. Jharkhand State Faculty Development Academy में निम्न पदाधिकारियों/कर्मियों के माध्यम से क्रियाशील होगा:-

- (क) कार्यपालक निदेशक (01) पद – कार्यपालक निदेशक, Jharkhand State Faculty Development Academy के प्रमुख होंगे। अकादमी के कार्यपालक निदेशक के पद पर निदेशक, उच्च शिक्षा, उच्च एवं तकनीकी शिक्षा विभाग अतिरिक्त प्रभार में रहेंगे।
- (ख) संयुक्त निदेशक (01) पद – अकादमी में 01 संयुक्त निदेशक होंगे जो कार्यपालक निदेशक को आवश्यक सहयोग प्रदान करेंगे। संयुक्त निदेशक के रूप में राज्य के किसी भी राजकीय विश्वविद्यालय/अंगीभूत महाविद्यालय में कार्यरत प्राध्यापक की सेवाएँ प्रतिनियुक्ति के आधार पर प्राप्त की जायेंगी।
- (ग) महाप्रबंधक (03) पद – अकादमी में महाप्रबंधक (Admin and IT), महाप्रबंधक (Academics, Trainings and Outreach) एवं महाप्रबंधक (Finance) सहित कुल 03 महाप्रबंधकों की नियुक्ति की जायेगी, जो संयुक्त निदेशक को सहयोग प्रदान करेंगे। महाप्रबंधक (Admin and IT) एवं महाप्रबंधक (Finance) को संविदा के आधार पर नियुक्त किया जायेगा, जबकि महाप्रबंधक (Academics, Trainings and Outreach) के रूप में राज्य के किसी भी राजकीय विश्वविद्यालय/ अंगीभूत महाविद्यालय में कार्यरत सह-प्राध्यापक की सेवाएँ प्रतिनियुक्ति के आधार पर प्राप्त की जायेंगी।
- (घ) प्रबंधक (06) पद – अकादमी में कुल 06 प्रबंधक होंगे जो महाप्रबंधक को आवश्यक सहयोग प्रदान करेंगे। कुल 06 प्रबंधक में IT के लिए 01 प्रबंधक, Administration के लिए 01 प्रबंधक, Academics, Trainings and Outreach के लिए 03 प्रबंधक एवं

Signature

Signature

Signature

Accounts and Compliance के लिए 01 प्रबंधक को संविदा के आधार पर नियुक्त किया जायेगा।

- (ड) सेंटर को-ऑर्डिनेटर (10) पद – अकादमी के सभी 10 प्रस्तावित केन्द्रों के लिए 10 सेंटर को-ऑर्डिनेटर होंगे, जो महाप्रबंधकों को आवश्यक सहयोग प्रदान करेंगे। सेंटर को-ऑर्डिनेटर के रूप में राज्य के किसी भी राजकीय विश्वविद्यालय/अंगीभूत महाविद्यालय में कार्यरत सहायक प्राध्यापक की सेवाएँ प्रतिनियुक्ति के आधार पर प्राप्त की जायेंगी।
- (च) सफाई कर्मचारी एवं अन्य सेवा हेतु कर्मचारी (06) पद – श्रम, नियोजन प्रशिक्षण एवं कौशल विकास विभाग के द्वारा निर्धारित दैनिक पारिश्रमिक के आधार पर बाह्य स्रोत से सफाई कर्मचारी एवं अन्य सेवा हेतु कर्मचारियों की सेवाएँ प्राप्त की जायेंगी।
- (छ) डिजिटल एवं आई.सी.टी. सर्विस स्टॉफ (कम्प्यूटर ऑपरेटर सहित) (10) पद– श्रम, नियोजन प्रशिक्षण एवं कौशल विकास विभाग के द्वारा निर्धारित दैनिक पारिश्रमिक के आधार पर अथवा बाह्य स्रोत से डिजिटल एवं आई.सी.टी. सर्विस स्टॉफ (कम्प्यूटर ऑपरेटर सहित) की सेवाएँ प्राप्त की जायेंगी।
- (ज) ऑफिस मैनेजमेंट स्टॉफ-क्लर्क, लेखापाल, प्रशासनिक सहायक (16) पद – श्रम, नियोजन प्रशिक्षण एवं कौशल विकास विभाग के द्वारा निर्धारित दैनिक पारिश्रमिक के आधार पर अथवा बाह्य स्रोत से ऑफिस स्टॉफ-क्लर्क, लेखापाल, प्रशासनिक सहायक की सेवाएँ प्राप्त की जायेंगी।
- (झ) गृह रक्षक (04) पद – 04 गृहरक्षकों की सेवाएँ प्रतिनियुक्ति के आधार पर प्राप्त की जायेंगी।

अकादमी में किसी भी अधिकारी, महाप्रबंधक, प्रबंधक, कर्मचारी एवं अन्य कर्मियों की सेवाएँ प्राप्त करने से संबंधित सभी निर्णय कम्पनी अधिनियम, 2013 के तहत Board of Directors द्वारा लिया जायेगा।

12. Jharkhand State Faculty Development Academy का कम्पनी के रूप में अधिष्ठापन, परिचालन, विभिन्न गतिविधियों एवं कार्यकलापों हेतु अनुमानित बजट की विवरणी निम्नवत होगी:-

- (i) अकादमी के अधिष्ठापन (Incorporation of the Company) हेतु Authorized Capital कुल 10,00,000/- (दस लाख रुपये) एवं Initial Paid up Capital 1,00,000/- (एक लाख रुपये) होगा।
- (ii) अकादमी की स्थापना एवं संचालन हेतु आगामी 05 वर्षों का अनुमानित आय एवं व्यय की विवरणी:-

JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY					
ESTIMATED REVENUE AND EXPENDITURE STATEMENT OF JSFDA					
(Amount in Rupees)					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Estimated Revenue					
Grants	6,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000
Revenue from Activity#	15,58,24,186	16,67,31,879	17,84,03,110	19,08,91,328	20,42,53,721
Other income including donations					
Total (A)	21,58,24,186	20,67,31,879	21,84,03,110	23,08,91,328	24,42,53,721

Accountant

AKL

Estimated Expenditure					
Employee Benefits (Remuneration)	1,67,85,600	1,76,24,880	1,85,06,124	1,94,31,430	2,04,03,002
Activity Expenditure	14,56,30,080	15,58,24,186	16,67,31,879	17,84,03,110	19,08,91,328
Office Expenses	42,00,000	46,20,000	50,82,000	55,90,200	61,49,220
Statutory and Institutional Expenses	7,00,000	2,20,000	2,42,000	2,66,200	2,92,820
Overhead Expenses	1,20,42,407	1,28,53,135	1,37,64,470	1,47,40,761	1,57,86,770
Depreciation	49,00,000	39,20,000	31,36,000	25,08,800	20,07,040
Miscellaneous Expenses	65,66,099	66,69,678	74,40,637	79,50,827	82,23,641
Total (B)	19,08,24,186	20,17,31,879	21,49,03,110	22,88,91,328	24,37,53,721
Estimated Surplus(+)/Deficit(-) (A-B)	2,50,00,000	50,00,000	35,00,000	20,00,000	20,00,000
(C) Capital Expenditure	2,50,00,000	50,00,000	35,00,000	20,00,000	20,00,000
Estimated Surplus(+)/Deficit(-) (A-B-C)	0	0	0	0	0

नोट:- Initial Paid up Capital की कुल राशि 1,00,000/- रु0 Statutory and Institutional Expenses में सम्मिलित है।

- (iii) उपर्युक्त आय-व्ययक विवरणी के आलोक में Jharkhand State Faculty Development Academy के स्थापना हेतु पाँच वर्षों के अंतराल में बीज धन (Seed Money) कुल 22,00,00,000/- रु0 (बाईस करोड़ रुपये) मात्र होगा।

Year 1	Year 2	Year 3	Year 4	Year 5	Total
(Amount in Rs.)					
6,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000	22,00,00,000

13. आगामी 05 वर्षों के उपरांत विभिन्न संस्थानों के साथ साझेदारी एवं विभिन्न प्रशिक्षण कार्यक्रमों से अर्जित राजस्व के द्वारा अकादमी के सभी प्रकार के व्यय (Capital and Recurring Expenditure) का वहन किया जायेगा। यदि अकादमी पर्याप्त राजस्व उत्पन्न करने में असमर्थ होगा तो झारखण्ड राज्य उच्च शिक्षा परिषद के माध्यम से उच्च एवं तकनीकी शिक्षा विभाग को अतिरिक्त अनुदान हेतु अनुरोध किया जायेगा।

14. अकादमी की विभिन्न गतिविधियों की समीक्षा एवं अनुश्रवण झारखण्ड राज्य उच्च शिक्षा परिषद के माध्यम से की जायेगी।

15. अकादमी के संचालन एवं विभिन्न गतिविधियों के क्रियान्वयन हेतु अकादमी द्वारा अध्यापना, झारखण्ड राज्य उच्च शिक्षा परिषद (JSHEC) के माध्यम से किया जायेगा। प्राप्त अध्यापना के आलोक में राशि की विमुक्ति JSHEC के माध्यम से अकादमी को विमुक्त की जायेगी।

16. Jharkhand State Faculty Development Academy का कम्पनी के रूप में अधिष्ठापन, परिचालन, विभिन्न गतिविधियों एवं कार्यकलापों हेतु राज्य सरकार/केन्द्र सरकार/केन्द्रीय संस्थान/अन्य राज्य सरकार द्वारा राशि झारखण्ड राज्य उच्च शिक्षा परिषद को विमुक्त किया जायेगा। तत्पश्चात् परिषद से राशि अकादमी के बैंक खाते में विमुक्त की जायेगी।

17. Jharkhand State Faculty Development Academy का परिचालन, विभिन्न गतिविधियों एवं कार्यकलापों हेतु राष्ट्रीय/अंतरराष्ट्रीय संस्थान एवं अन्य बाह्य स्रोत द्वारा राशि अकादमी के बैंक खाते में सीधे प्राप्त किया जायेगा।

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18. Jharkhand State Faculty Development Academy का प्रस्ताव, Memorandum of Association (MoA) & Article of Association (AoA), Statement of Income and Expenditure संलेख के साथ क्रमशः अनुलग्नक-1, 2, 3 एवं 4 पर संलग्न है।

19. उपर्युक्त कंडिका 1 से 18 के आलोक में राष्ट्रीय शिक्षा नीति-2020 के समग्र क्रियान्वयन हेतु कम्पनी अधिनियम, 2013 की धारा 8 के अन्तर्गत Jharkhand State Faculty Development Academy के गठन तथा गठन संबंधी Memorandum of Association (MoA) (अनुलग्नक-II), Article of Association (AoA) (अनुलग्नक-III) एवं Statement of Income and Expenditure (अनुलग्नक-IV) को स्वीकृति प्रदान की जाती है। साथ ही उपर्युक्त कंडिका-12 (iii) के आलोक में Jharkhand State Faculty Development Academy की स्थापना हेतु 05 वर्षों के अंतराल में बीज धन (Seed Money) पर कुल अनुमानित व्यय भार रु 22,00,00,000/- (बाईस करोड़ रुपये) को स्वीकृत किया जाता है।

20. प्रस्ताव पर दिनांक-28.06.2024 को आहूत मंत्रिपरिषद् की बैठक के मद संख्या-05 में स्वीकृति प्राप्त है।

आदेश:- आदेश दिया जाता है कि संकल्प की प्रति झारखण्ड राजपत्र के आगामी असाधारण अंक में सर्वसाधारण के सूचनार्थ प्रकाशित की जाए।

झारखण्ड राज्यपाल के आदेश से

(राहुल कुमार पुरवार)

सरकार के प्रधान सचिव।

ज्ञापांक-RUSA/Others-5/2022/HTESD-233

राँची, दिनांक- 09/07/2024

प्रतिलिपि:-अधीक्षक, राजकीय मुद्रणालय (सरकारी प्रेस), झारखण्ड, डोरण्डा, राँची को राजपत्र के अगले असाधारण अंक में प्रकाशनार्थ प्रेषित।

(राहुल कुमार पुरवार)

सरकार के प्रधान सचिव।

ज्ञापांक- RUSA/Others-5/2022/HTESD-233

राँची, दिनांक- 09/07/2024

प्रतिलिपि:-महालेखाकार, झारखण्ड, राँची को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।

(राहुल कुमार पुरवार)

सरकार के प्रधान सचिव।

ज्ञापांक- RUSA/Others-5/2022/HTESD-233

राँची, दिनांक- 09/07/2024

प्रतिलिपि:-मुख्य सचिव, झारखण्ड/प्रधान सचिव, राज्यपाल सचिवालय, राजभवन, झारखण्ड/माननीय विभागीय (मुख्य) मंत्री के प्रधान आप्त सचिव/प्रधान सचिव, विधि विभाग/सचिव, वित्त विभाग/विभागीय प्रधान सचिव के प्रधान आप्त सचिव/निदेशक, उच्च शिक्षा/निदेशक, तकनीकी शिक्षा/निदेशक, श्री कृष्ण लोक प्रशासन संस्थान, राँची/नोडल पदाधिकारी ई-ऑफिस परियोजना, उच्च एवं तकनीकी शिक्षा विभाग, राँची/कुलपति, राँची विश्वविद्यालय, राँची/विनोबा भावे विश्वविद्यालय, हजारीबाग/कोल्हान विश्वविद्यालय, चाईबासा/सिदो कान्हू मुर्मू विश्वविद्यालय, दुमका/नीलाम्बर पीताम्बर विश्वविद्यालय, मेदिनीनगर, पलामू/बिनोद बिहारी महतो कोयलांचल विश्वविद्यालय, धनबाद/डॉ. श्यामा प्रसाद मुखर्जी विश्वविद्यालय, राँची/झारखण्ड प्रौद्योगिकी विश्वविद्यालय, राँची/झारखण्ड रक्षा शक्ति विश्वविद्यालय, राँची/जमशेदपुर महिला विश्वविद्यालय, जमशेदपुर/बी.आई.टी. मेसरा, राँची/निदेशक, भारतीय प्रबंधन संस्थान, राँची को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।

(राहुल कुमार पुरवार)

सरकार के प्रधान सचिव।

Proposal for establishment of Jharkhand
State Faculty Development Academy
(JSFDA)

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**PROPOSAL FOR ESTABLISHMENT OF JHARKHAND STATE FACULTY
DEVELOPMENT ACADEMY (JSFDA)**

1. Introduction

The **National Education Policy, 2020** states that the success of higher education institutions is dependent on the quality and engagement of its faculty. It envisions a “Life Cycle Approach” towards teaching – from entry to teacher education courses to recruitment, deployment, service conditions, continuous professional development and career management and progression. The policy proposes a framework for continuous professional development of teachers and emphasizes on promoting academic excellence and innovation.

Various initiatives have been introduced in the past several years for the professional development of faculty, however, the present system does not provide adequate opportunities to do so. The NEP, 2020 emphasizes on the development of teachers as they are key to the educational system. In an age where student learning is continuously evolving, it is imperative that the faculty members build their domain knowledge with technological advances in teaching and assume their role as change leaders and facilitators. Initiatives established through the Faculty Development Academy will enable the faculty to acquire competencies, enrich teaching and learning experience of faculty, offer support in research, leadership, and academic administrative processes. Furthermore, the Faculty Development Academy recognizes that staff development is a critical component for continuous personal and professional development. The enhanced capacity of faculty shall improve their teaching effectiveness which, in turn, will improve student learning outcomes.

The Government of Jharkhand had organized a two-day State Level Workshop on Implementation of National Education Policy, 2020 in December 2021. Thereafter, a concept note was prepared based on the brainstorming of the participants on Implementation of NEP, 2020 in the State. It emphasized on capacity building of faculty through the establishment of Centre for Faculty Development in collaboration with well-known Institutions and leading Universities for mandatory training of teachers.

In this regard, the Department approached the Department of Higher and Technical Education, Maharashtra to conduct a detailed presentation on Maharashtra State Faculty Development Academy (MSFDA) established by Government of Maharashtra. Further a team comprising of officials from Department of Higher and Technical Education and Ranchi University visited MSFDA from 9-13th January 2023 for a better understanding on the rationale of setting up MSFDA, role of the academy and the steps towards the establishment of the academy.

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The State Government proposes the establishment of **Jharkhand State Faculty Development Academy (JSFDA)** under Section 8 of Companies Act 2013 to build the capacity of teachers, officers, staff, Academic leaders, support staffs and students of Higher and Technical Education Institutions of Jharkhand.

2. Vision of JSFDA

To ensure quality education for the overall development of students through continuous professional and personal development of teaching, non-teaching staffs, students, and other stakeholders of Higher Education Institutes.

To build the capacity of teachers of HEIs by organizing induction programme, refresher course, faculty development programme, pre-service, in-service, and advance level training.

3. Approach

The Academy incorporates the key principles and approaches emanating from NEP, 2020. The major objectives of the academy shall be as follows: -

I. Value embedded training

The Academy's objectives for value embedded training shall be: -

- To impart training to teachers that underlines the purpose of higher education in promoting human as well as societal well – being and development of our State/ Country as envisaged in NEP, 2020.
- To impart training to teaches on human values and professional ethics.
- To encourage adoption of pedagogy by teachers which aims to develop good, thoughtful, well – rounded and creative individuals.
- To develop mechanisms for sharing real life experiences of teachers who have faced a gap between values they profess and practice.
- To enable transformation of teachers into role models by development of teaching learning process that not only enhances knowledge of students but also enables personal growth through constructive public engagement and productive contribution to the society.
- To promote research studies on the mental growth, emotional intelligence, and behavioural patterns of the students. These studies will provide valuable insights to the policy makers and assist in formulating corrective measures as and when required.

II. Creation of Knowledge, Research, and Innovation

The Academy shall undertake activities:

- To provide training to the teachers on latest advancements in teaching learning process, methodologies and techniques that form the basis of knowledge creation and innovation.
- To provide training and encouragement to teachers for development of in-house education technology incubators and promotion of research activities.
- To focus on strengthening of Research and Development cells/ Innovation cell established in Universities/HEIs.
- To promote training on scientific and rational thinking in line with NEP, 2020. The training shall revolve around questions of scientific temperament, importance of questioning, rational decision making, de-addiction, rational use of social media, etc.
- To facilitate legal assistance to researchers, faculty, and student with matter relation to Intellectual Property Rights (IPR), Contract Law and other provisions for start-ups and incubators.
- To enhance domain knowledge of teachers with new information and latest developments in the subject.
- To emphasize on the development of cognitive skills and learning outcomes in students.
- To provide consultancy services in research, policy, innovation, and developmental issues to State and Central Governments, Industries, Multilateral Organisations etc.

III. Curriculum Development and Pedagogy

- To give autonomy to HEI's and teachers for innovation in curriculum, pedagogy, and assessment for promotion of holistic and multidisciplinary education. The curriculum and pedagogy shall be designed by motivated teachers to ensure a stimulating and engaging learning experience for students
- To develop mechanisms for continuous formative assessment of students. The teachers shall be oriented to develop interesting and relevant curriculum aligned with NEP, 2020.
- To train teachers to focus on culture of excellence, engagement with local communities, strong alignment with constitutional values, social commitment, teamwork, pluralism, diversity and positive outlook.

- To train faculty members in Strategic Planning & Management with special focus on preparation of Institutional Development Plan (IDP) in line with NEP, 2020.
- To facilitate development of pedagogy based on use of IT, hybrid method, adaptive learning software and multimedia.

IV. Leadership Development

- To strengthen the governance and leadership structure of HEI's in line with NEP, 2020.
- To provide focused training to faculty members on the culture of excellence, engagement with local communities, strong alignment with constitutional values, social commitment, teamwork, pluralism, diversity, positive outlook, and student involvement in planning.
- To conduct capacity building training programme for senior teachers from HEI's who are in leadership positions or are likely to assume leadership positions. The key principles of the training programme shall be character-based leadership, reflective pedagogy, direction-seeking silence (inner listening), inspiring participants through real-life stories and holistic learning design.
- To formulate and develop an ecosystem for recognition of contribution of teachers in the field of higher education research, administration, and policy intervention.

V. Equity and Inclusion in Higher Education

- To encourage and support students from socially economically disadvantaged backgrounds make a successful transition into higher education institutions.
- To promote and build an environment for deeper understanding and appreciation for constitutional values of justice, equality, fraternity, and dignity.
- To increase focus on access, equity, and inclusion in HEI's for creating greater opportunities to students. The trainings shall focus on sensitizing teachers on topics of diversity and inclusion in HEI's.
- To provide sensitisation training to teaching and non-teaching staff on topics of gender disparity and diversity.
- To initiate creation of gender sensitive campuses that promote diversity and inclusion as non-negotiable fundamental principles through various training programmes.
- To provide sensitisation training to teachers on teaching mechanisms for differently abled or divyaang students.

- To provide sensitisation training to teachers on teaching methodology for Persons with Disability (PwD) students and students from Socially, Economically Disadvantaged Groups (SEDG's).

VI. Networking with renowned academicians, expert HEI's

- To identify the full potential of HEIs, individuals, practitioners within and outside the state to create a pool of experts in varied academic programs.
- To work in collaboration with the institute and individuals for training of teachers and facilitating connections between the HEIs for best practices from individuals, practitioners, and organizations.
- To organise regular workshops, expert talks, lecture series and hands on training sessions by renowned experts in the field of higher education.
- To facilitate emersion tours for top performing faculty members to expert institutions in varied fields for an in-depth understanding of the best practices and their modes of implementation.

VII. Student Support

- To facilitate mechanisms and avenues for student internships, apprenticeship, placements, hands-on-training, industrial visits, and similar collaborative opportunities.
- To assist in bridging the gap between prospective employers and students by conducting extensive need gap analysis and market research with focus on preparing the students with the desired skills as per the industry requirements.
- To strengthen the placement/ internship/ apprenticeship cell established in universities/colleges.
- To assist and train the HEI's for implementation of Central and State Government policies for Student Support and Welfare.
- To develop mechanisms for imparting training on soft skills and digital tools, which help in reducing the digital divide among students and facilitate preparation for employment opportunities.
- To coordinate with the Alumni Associations of HEI's to provide one-to-one mentorship to students and to promote continuous interactions among Alumni and students.
- To facilitate, assist and coordinate with the Office of International Affairs in HEI's for student exchange and dual degree programs of students in foreign HEI's.

VIII. Industry-Academia Collaboration

- To establish Industry-Academia collaboration for development of innovation ecosystem and opportunities for employment generation.
- To enable HEI's to seek association of industries for translational research including scale-up studies and commercialization of their research knowledge base.
- To provide opportunities for students to work on real-life industrial problems.
- To assist HEI's in identification and development of market-demand skills through internship and apprenticeship in Industries.
- The collaboration of industry with academia shall leverage reciprocal knowledge through mobility between each other. This collaboration shall identify the research areas of interest to industry and encourage the faculty and students to take up research activities backed by grants from industries.
- The linkage shall accelerate the active participation of industries in the incubation/innovation centres.
- The engagement with industries shall lead to development of courses / curriculum with industry inputs. The collaboration shall result in enhanced employment opportunities of the students.
- To develop and coordinate programs that meet the training and upskilling needs of industrial employees. This shall utilise the rich experience of teachers in HEI's and ensure continuous linkage between the industry and academia.
- To coordinate with the Jharkhand State Research, Innovation and Start-up Promotion Board for promoting research activities being carried out the HEI's and assistance in securing grants from industries.

IX. Encouraging Indian Knowledge System (IKS)

- To assist specialized HEI's in the field of Indian and Regional knowledge system to secure grants from multi-lateral organisations, research groups, foreign and national HEI's.
- To assist the HEI's in filing patents on traditional scriptures of tribal and regional languages through Traditional Knowledge Digital Library (TKDL), a joint initiative of Council for Scientific and Industrial Research and Ministry of Ayush, Government of India.

- To streamline and coordinate all initiatives of the State Government taken to popularize and promote Indian Knowledge System.
- To organise panel discussions, lectures, and workshops for understanding the ancient practices in IKS and mechanisms to inculcate them into the formal education curriculum.
- To promote and enable collaboration between subject matter experts from the State, faculty, and funding organisations for research on IKS.
- To develop capacity and create resource pool from among the existing faculty for translation of textbooks in English to vernacular languages of the State.
- To enable in-depth study of the sustainable practices and traditions of the ancient tribes of the State pertaining to food, lifestyle, and traditions.
- To promote studies of the traditional texts and oral traditions of ancient India and their proposed modern-day applications.

X. Developing the Spirit of Entrepreneurship

- To provide a platform for enabling confluence of visionary students, professionals, and organisations with a zeal for entrepreneurship.
- To develop mechanisms to create “Job Creators” instead of “Jobs”.
- To host annual events that provide an opportunity to students to showcase their innovative ideas and allow industries to invest in and facilitate their growth.
- To provide a one – stop solution for all requirements of budding start-ups like consultation with experts from academia and industry, technological and legal assistance.

XI. Policy Analysis and Feedback

- To generate, share and apply knowledge required for the formulation of policies, plans and programmes designed for development of higher education.
- To assist the Department in the framing policy initiatives with the help of active participation of seasoned experts of national and international repute.
- To develop and implement an objective, independent and scientific method to measure the effectiveness of state mandated initiatives, programs, and policies.
- To provide technical assistance in verification and statistical modelling of data collected through Baseline Survey, SIFR, AISHE and other state mandated activities.

- To publish annual reports on the state of higher education with key focus on faculty and student centric areas. This will provide policy makers an objective measure of the impact of their policies and possible corrective measures.

4. Centres in the Academy

Based on the approach, the Academy shall have different centres

I. Centre for Value - Based Education

- To assist teachers in realisation of the larger context of education and the role of a teacher in society. Some illustrative topics to be covered could be development of humanistic, ethical, constitutional, and universal human values, scientific temper, mental well-being, psychological health, citizenship values, life skills, lessons in seva/service and participation in community service programmes.
- To empower learners to become aware of and understand global issues and become active promoters of more peaceful, tolerant, inclusive, secure, and sustainable societies. In addition to that the centre shall cover topics on Secularism, National Integration, Multiple Cultures, Equality, Indian Tradition, Creation of Indian Identity, Human Rights, Sustainable Development, Public Interest Movement.
- To focus on aspects of understanding the details of mind and mental systems, emotional intelligence, methods of mind training to encounter and regulate the destructive emotions, importance of realization of the positive emotions, importance of mindfulness in maintaining peace of mind, social emotional learning necessary for educating youths to regulate their mind while encountering adverse situations.
- To enable higher education institutions in becoming sensitive and creating zero – tolerance to all forms of caste, religion, and gender – based discrimination in the campus.
- To impart training programmes on gender related topics (including trans-gender students), equipping female teachers as leaders and to create opportunities for women teachers in higher education.
- To focus on sensitizing the participants towards person with disability through sensitization of physical and neuro-development disabilities, rights, and legal frameworks for persons with disabilities, understanding inclusion, emotions vs facts, understanding assistive technologies, and taking inclusion to the classrooms.
- To sensitize the faculty on equality, dignity, and the right to live, work and study without fear of discrimination and harassment.

- To operate as a cross-cutting theme in all the training programmes to encourage HEIs to build a conducive environment for students from diverse backgrounds so that they can access and enrol in HEIs.
- To support the Institutes in organizing career guidance programmes and various training programmes on enhancing the reasoning, aptitude, and quantitative skills of students. These training programmes shall equip students with skills and groom their personality.
- To assist the universities in organizing workshops such as resume writing, communication skill development, and mock interview by the Higher Education Institutes in collaboration with Centre, to instil confidence and develop the right attitude in students.
- To assist HEI's in setting up student clubs which shall be instrumental in developing co-curricular skills among students. It shall also assist HEI's in identifying prospective areas for development of new subjects and curriculum.

II. Centre for Knowledge, Technology, Research, and Innovation

- To impart basic skills and sensitivities that a teacher needs for effective classroom teaching.
- To focus on updating the knowledge of teachers in various subject domains and facilitate in development of tools and methodologies to encourage innovation, incubation and enhance the skills of teachers in research studies.
- To focus on transformative research and innovation, design thinking and entrepreneurship development covering a range of subjects such as industry-led research and innovation, market research and industry outreach.
- To provide training to teachers on latest processes, methodologies, and techniques of teaching. The training programmes shall focus on inquiry-based teaching skills, blending research-based hands-on laboratory techniques, online/blended teaching modes, formative, and summative assessment methods.
- To provide refresher programmes in teaching, subject refresher courses, Interdisciplinary Refresher Courses and Multidisciplinary Refresher Courses. Apart from this they shall be given training on Research & Publication Ethics, Entrepreneurship, and Outcome Based Education.
- To compile and collate research work, published papers and patents granted by all state Universities and publish an annual research journal consisting of marquee research projects from State Universities, and success of training programs conducted by the Academy.

III. Centre for Digital Learning

- To provide training to the teachers for transforming/strengthening their role as facilitators of knowledge, guides, mentors, e-tutors, and counsellors.
- To encourage and support the teachers in taking up the short-term courses related to skill enhancement and pedagogy offered on MOOCs, SWAYAM and other online programmes.
- To assist the HEI's in conceptualising, developing and implementing a uniform digital policy.
- To develop e- contents for Massive Open Online Courses (MOOCs) and for Learning Management System (LMS), including having vernacular content, adopt innovative and cost –effective, blended faculty development program delivery models for creating flexible, convenient, and effective learning environment.
- To assist HEI's in the implementation of digital initiatives of State Government like Enterprise Resource Planning (ERP) solution, Campus Wi-fi, ABC-NAD, Baseline Survey, Smart Boards and Jharkhand State Institutional Ranking Framework.

IV. Centre for Curriculum Development and Pedagogy:

- To provide training to develop multi-disciplinary curriculum & pedagogy and enhance the skill of teachers to conduct such courses and adopt such pedagogy in their institution.
- To organize training programmes for review and revision of curriculum based on developments in the specific domain area. The Centre shall impart training to faculty to provide open, creative, and critical learning opportunities by inter-connecting various disciplines.
- To focus on development and promotion of creative IT based tools to promote experiential learning as part of pedagogy. The training programme shall be designed to provide participants with the skills and knowledge they need to incorporate technology into their teaching practices by introducing them to relevant tools, digital media, and various pedagogies.
- To help participants explore their roles as leaders in adopting new technologies and inform them about strategies for using technology in research, with an aim to create a better understanding of the trends shaping education and helping faculty expand their knowledge in education.

V. Centre for Leadership Development

- To train senior faculty of HEIs who are in leadership positions or are likely to assume leadership positions. They will be motivated to ensure the smooth functioning of institutions and translate the features of NEP, 2020 in their institutions.
- The leadership traits can be inculcated in an individual through well designed training programmes that include outdoor activities, teamwork, challenge-based activities, and reflective discussions.
- To facilitate training of senior faculties to strengthen the vision and regenerate hope for change towards nudging education towards the ultimate purpose of creating holistic, free, intelligent individuals.
- To provide induction, mid-career, and refresher courses to faculty members for their capacity building and career development.
- To encourage and assist the faculty members in the detailed study of relevant acts, rules, statutes and regulations of Jharkhand and other states.
- The newly appointed Vice Chancellor, Pro Vice Chancellor, Registrar, Principals, senior faculties at leadership position or likely to be at the senior position in near future shall be trained on the leadership qualities, social skills, management skills, critical thinking, decision making skills, communication skills, skills to manage stakeholders, institution building, conflict management skill, risk taking skills. The training shall include the enhancement of leadership quality with inputs on ethical leadership.

VI. Centre for Networking and Collaboration

- To identify potential Higher Education Institutions, Experts, Scholars, practitioners, Industries/Network of Industries, and related professionals within and outside the state to create a pool of resources for imparting training and organizing capacity building programmes.
- To build a strong network of academicians, practitioners, organizations and institutions that can bring in expertise that is best desired for education of young people.
- To enter into any agreement, arrangement, partnership, contract, memorandum of agreement/undertaking or such other mode with such HEIs, Experts, Scholars, practitioners, Industries/Network of Industries, and related professionals to fulfil the objective of the company. The trainings shall be organized in collaboration with the potential partner institutes in their premises.
- To support other centres as well as HEIs for designing of appropriate modules, courses, and other related resource materials. The module shall include text, visual and audio-

visual media material. Apart from that the Academy shall develop in house training modules.

- To create a system for feedback after every training programme that shall be included in the training module for necessary improvement and documentation. Regular updates/ short films on training programmes shall be posted in social media platform.
- To provide policy related feedback to the Department of Higher and Technical Education and assist the Department in framing policy initiatives.

VII. Centre for Industry-Academia Collaboration

- To conduct market research studies and map the demand of industry for internship, apprenticeship, and placement.
- To identify the potential industries/organization for collaboration in sponsored research, collaboration, student, and faculty exchange program.
- To support HEIs in strengthening industrial interaction between HEIs and industries to establish collaboration with industries. To enter into any agreement, arrangement, partnership, contract, memorandum of agreement/undertaking.
- To create a platform in HEIs for connecting with alumni for engagement with Industry for internship, apprenticeship entrepreneurship and placement.
- To create mechanisms and avenues for student internships, apprenticeship, placements, hands-on-training, industrial visits and similar collaborative opportunities.
- To conduct market demand study and recommend revision of curriculum framework as per the need of the market.
- To coordinate between Higher Education Institutes and industry/organization for organizing recruitment drive.
- To support the Institutes in organizing career guidance programmes and various training programmes on enhancing the reasoning, aptitude, and quantitative skills of students.

VIII. Centre for promotion of Inter-Disciplinary Studies

- To promote interdisciplinary scientific research, advanced teaching, and training in chosen areas of interdisciplinary studies in collaboration with State Public and Private Universities.
- To provide a forum for interaction among scientists, research workers, teachers, and students with national and international experts.
- To conduct seminars, workshops, conferences, and extension lectures to promote interdisciplinary research.

- To act as a facilitator for promoting research facilities to students, researchers and teachers who cannot avail facilities due to lack of equipments and grants.

IX. Centre for Advancement of IKS

- To promote multi-disciplinary research for preserving, documenting, and building upon a philosophic and scientific understanding of Indian Traditional Knowledge Systems.
- To encourage study of broad canvas from ancient textual material and manuscripts in classical Indian languages to folk practitioners, their craft and skills.
- To assist the HEI's in filing patents on traditional scriptures of tribal and regional languages through Traditional Knowledge Digital Library (TKDL), a joint initiative of Council for Scientific and Industrial Research and Ministry of Ayush, Government of India.
- To encourage teachers to undertake research activities based on local and regional societal issues, preservation of Indian heritage and culture and industrial needs.
- To undertake original research in Indian Knowledge Systems that will guide the development and implementation of programs for the diffusion of traditional and contemporary knowledge.
- To develop effective methodologies to help provide realistic evaluations of local needs, environmental constraints, and production systems based on the local resources.

X. Centre for Development of Entrepreneurship

- To undertake capacity building programme in establishing/nurturing business incubation centres, thus establishing entrepreneurial and innovation ecosystems.
- To assist in management of the intellectual property rights associated with the work of researchers, students and faculty.
- To assist in meeting compliance requirements for grant of patent and support with reference to validation and recognition.
- To provide valuable connects with companies or organizations interested in licensing innovations and IPR – related legal consultations.
- To train students and faculty members in paper presentation skills and preparation of research proposal.

5. Knowledge Partners

The Academy shall conduct trainings based on its core philosophy of student centric learning approach. The training shall not only enhance knowledge but shall also focus on the method of learning. The training shall be imparted both in online and offline mode. A need assessment survey shall be carried out with the teaching and non-teaching staff of Higher Education Institutions through continuous discussions and dialogue. Based on the need assessment, the training programmes shall be designed to address the identified gaps.

The trainings shall not be restricted to teaching staff only but shall be imparted to other stakeholders like non-teaching staff, students, management of State Universities, Private Universities, Colleges, Engineering colleges, polytechnic institutions, and other higher education institutes. The Academy shall hold programmes in two modes - individual and institutional.

In the individual mode, faculty, and other participants from different HEIs shall participate in online/offline trainings conducted by the Academy.

In the institutional mode, few colleges shall be selected and trainings shall be extended in phases to have a long-term impact on broad identified thematic areas. There shall be collaboration with Higher Education Institutes, eminent organisations, academicians within and outside Jharkhand for imparting enriched and quality training programmes and promoting cross-learning amongst them.

The training programmes shall be conducted in the premises of the potential partner organization. A mechanism for collecting feedback after every training programme shall be included in the training module for necessary improvement and documentation. Prompt action on the feedback received shall be encouraged. Regular updates/ short films on training programmes shall be posted on social media platforms.

The strategy of Academy shall include collaborating with various institutions, organisations and providing them with a platform for sharing their expertise. This collaboration shall result in a network of eminent organisations for imparting enriched quality of training programmes and encouraging cross-learning amongst them. The Academy intends to build partnerships with Higher Education Institutions, industries, prominent non-governmental organisations (NGO's), civil society organisations, State and Central Government Departments and Ministries, faculty development academies of other states, Central and State Teachers Training Institutes and other corporate management training academies within and outside the State of Jharkhand.

Sl. No	Potential Knowledge Partners
1.	Adhyayan Foundation, Mumbai
2.	Birsa Agriculture University, Ranchi
3.	BIT, Mesra
4.	BIT, Sindri
5.	Central Mine Planning and Design Institute Limited, Ranchi (CMPDI)
6.	Dr. Ramdayal Munda Tribal Welfare Research Institute, Ranchi
7.	ICFAI University
8.	Indian Institute of Information and Technology, Ranchi
9.	Indian Institute of Management, Ranchi
10.	Indian Institute of Technology (ISM), Dhanbad
11.	Institute of Chartered Accountants of India
12.	Kalinga Institute of Social Sciences, Bhubaneswar
13.	Maharashtra State Faculty Development Academy, Pune
14.	Mor Mitti - Indian Knowledge System
15.	National Institute of Teachers Training and Research, Bhopal/Kolkata/Chandigarh/Chennai
16.	National Institute of Technology, Jamshedpur
17.	National Law and Research University, Ranchi
18.	National Metallurgical Laboratory, Jamshedpur
19.	National University of Educational Planning & Administration, New Delhi
20.	Pratham Foundation
21.	Ramakrishna Mission Vivekananda Educational and Research Institute, Morabadi, Ranchi
22.	Regional Training Institute-CAG, Ranchi
23.	Shri Krishna Institute of Public Administration, Ranchi (SKIPA)
24.	XISS, Ranchi
25.	XLRI, Jamshedpur
26.	Public Universities within and outside Jharkhand
27.	Tata Steel Industry Consulting Division
28.	Amity University
29.	Usha Martin University
30.	Sarala Birla University

6. Organization Structure

I. Equity Structure

The JSFDA is Section 8 Company with the following Equity structure.

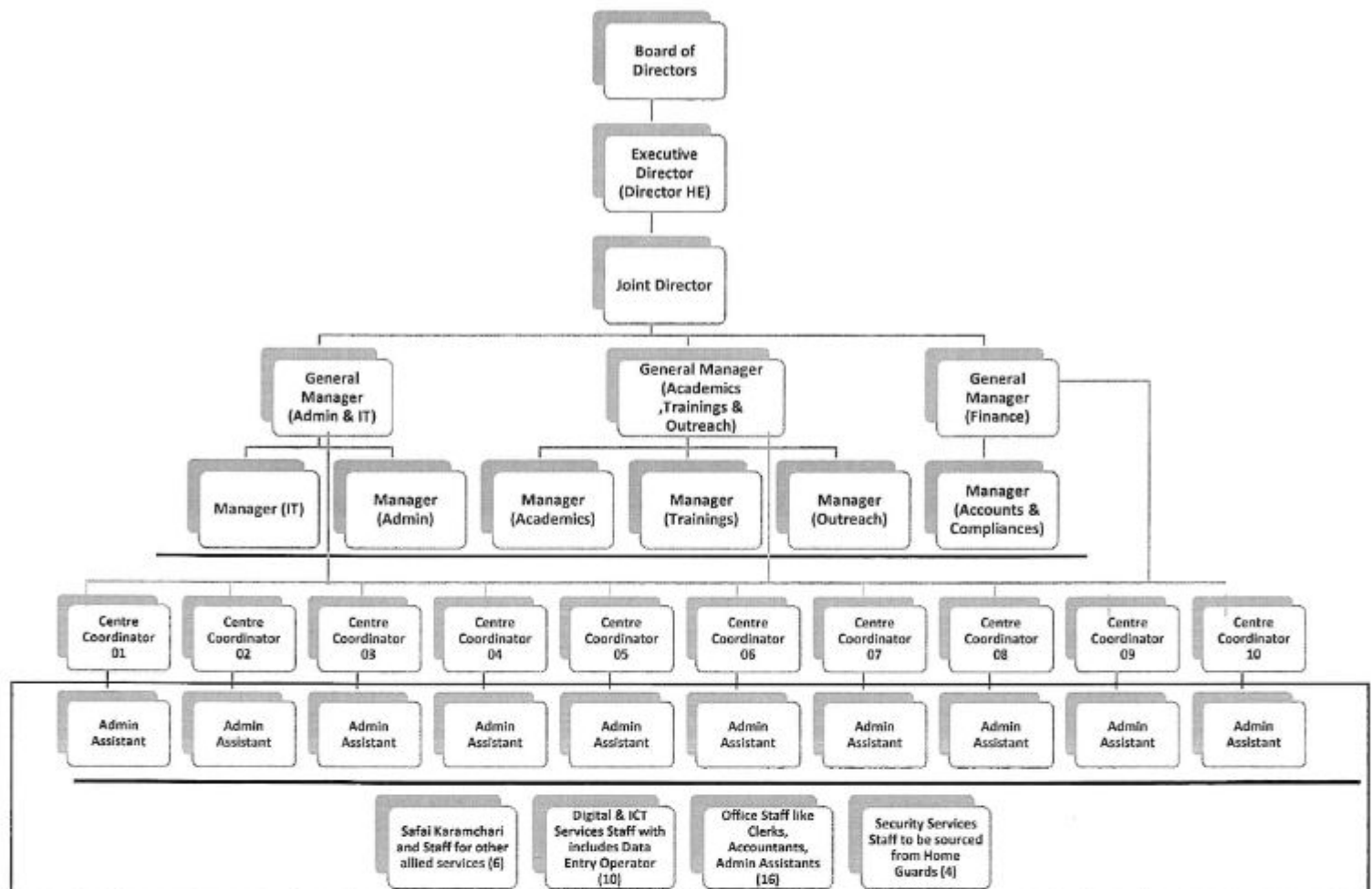
Sl. No.	Name of Shareholder	Percentage of share	Number of Shares
1.	Hon'ble Governor of Jharkhand through Additional Chief Secretary/Principal Secretary/ Secretary, DHTE	99.9	9990
2.	Additional Chief Secretary/Principal Secretary/ Secretary, Department of Finance	0.1	1
3.	VC, Ranchi University, Ranchi		1
4.	VC, Kolhan University, Chaibasa		1
5.	VC, Vinoba Bhave University, Hazaribagh		1
6.	VC, Sido Kanhu Murmu University, Dumka		1
7.	VC, Nilamber Pitamber University, Palamu		1
8.	VC, Binod Bihari Mahato Kolyanchal University, Dhanbad		1
9.	VC, Dr. Shyama Prasad Mukherjee University		1
10.	VC, Jamshedpur Women's University		1
11.	VC, Jharkhand University of Technology		1

II. Board of Directors

The JSFDA shall be established under Section 8 of The Companies Act, 2013. The JSFDA shall comprise of Board of Directors as follows: -

Sl.No.	First Directors	
1.	Additional Chief Secretary/Principal Secretary/Secretary, Department of Higher and Technical Education	Ex-officio
2.	Special Secretary/Joint Secretary, Department of Finance	Ex- officio
3.	Executive Director, Jharkhand State Faculty Development Academy -cum- Director, Higher Education	Ex- officio
4.	Director, Sri Krishna Institute of Public Administration, Ranchi	Ex- officio
5.	Director, Technical Education, Department of Higher and Technical Education	Ex- officio
6.	Director, Indian Institute of Management (IIM), Ranchi	Ex - officio
7.	VC, BIT Mesra, Ranchi	Ex - officio
Other Directors		
6.	Vice Chancellor of one (01) State Public Universities of Jharkhand nominated by Board of Directors on rotational basis for 1 year	Ex- officio
8.	Vice Chancellor of One (01) Private University of Jharkhand nominated by Board of Directors on rotational basis for 1 year	
10.	One (01) Eminent Educationist nominated by Board of Directors	Ex- officio
11.	One (01) Representative from Industry nominated by Board of Directors	Ex- officio

III. Manpower structure of JSFDA



All the staff in this category shall be hired by the authority authorised by the Board of Directors as employees of Service Providers which will selected based on open market tender with reference to the minimum wages rates of outsourced employees as notified by the Department of Labour, Employment, Training and Skill Development, GoJ or reference rates from any State/Central Government Institution/Body/PSU.

IV. Post-wise Qualification Requirements of Jharkhand State Faculty Development Academy

Sl. No.	Designation		No. of Posts	Minimum Qualification and Experience
1	Executive Director, JSFDA -cum- Director, Higher Education		01	Current Incumbent of the post – Director, Higher Education
2	Joint Director (on Deputation Basis)		01	Professor in State Public University/Constituent College
3	General Manager (on contractual / Deputation basis for a period of 3 years) (Can be renewed on satisfactory performance, if hired on contract)	Admin & IT	01	Post-Graduate in any discipline with minimum 7 years of post-qualification experience in administration and implementation of ICT initiatives.
		Academics, Trainings and Outreach (only on deputation basis)	01	Associate Professor in State Public University/Constituent College. Candidates with experience in training, placement, industry linkage, or similar outreach activities shall be preferred.
		Finance	01	CA/ICWA/MBA in Finance with minimum 7 years of post-qualification work experience in the field of accounting, financial management and management information systems.
4	Centre Coordinator (On deputation basis)		10	Assistant Professor in State Public University/Constituent College with 4 years of experience.
5	Manager (on contractual basis & can be renewed on	Information Technology (IT)	01	MTech/BTech in Computer Science/ IT/ Information Systems or similar branches with minimum 3 years of post-qualification experience in Web

	satisfactory performance)			Development/Cyber Security, Network Management, or related fields.
		Administration	01	Post-Graduate in any discipline with minimum 3 years of experience in management and administration, preferably at middle management level.
		Academics /Trainings /Outreach	03	Post-Graduate in any discipline with minimum 3 years of experience in Training/ Placement/ Industry Linkage or similar outreach activities.
		Accounts and Compliances	01	Member of the Institute of Company Secretaries of India (ICSI) / MBA in Finance with minimum 3 years of experience in auditing/preparation of accounts and filing of compliances under Companies Act, Income Tax Act etc. Candidates with Graduation in Law will be preferable.
6	Safai Karamchari and Staff for other allied services		6	The no. of posts is indicative in nature and have only been used for budgeting purposes. All the staff in this category shall be hired by Service Providers who will selected based on open market tender with reference to the minimum wages rates for outsourced employees as notified by the Department of Labour, Employment, Training and Skill Development, GoJ or reference rates from any State/Central Government Institution/Body/PSU.
	Digital & ICT Services Staff with includes Data Entry Operator		10	
	Office Staff like Clerks, Accountants, Admin Assistants		16	
	Security Services Staff to be sourced from Home Guards		4	

Estimated Financial Proposal for Establishment of Jharkhand State Faculty Development Academy (JSFDA)

I. Initial Grant and Recurring Cost of the JSFDA

The Department of Higher and Technical Education shall provide the JSFDA with a seed money of **Rs 22,00,00,000 (Rupees Twenty One Crore Only) spread across 5 (five) years as shown in the estimated income expenditure table.** This shall be used to cover the Capital and Recurring expenditure (except activity expenditure). The JSFDA shall charge an appropriate academy management charge on all its activity expenditure incurred so as to be financially self-sufficient. The Department expects the JSFDA to be financial self-sufficient after 5 (five) years of its establishment such that it may cover its Capital and Recurring expenditure from the revenue earned from activity and consultancy. In case, the JSFDA is unable to generate sufficient revenue required for its sustenance, it may make a request to the Department of Higher and Technical Education for additional grants. The Department of Higher and Technical Education upon receiving such a request from the JSFDA, if satisfied may approve and release the additional grants.

Proposed Grant Amount to be paid by the State Government for the Establishment of JSFDA

Sl No.	Year	Grant Amount
1	1 st year	Rs 6,00,00,000 (Rupees Six Crore only)
2	2 nd year	Rs 4,00,00,000 (Rupees Four Crore only)
3	3 rd year	Rs 4,00,00,000 (Rupees Four Crore only)
4	4 th year	Rs 4,00,00,000 (Rupees Four Crore only)
5	5 th year	Rs 4,00,00,000 (Rupees Four Crore only)

Budget

The estimated budget for setting up (Capital Expenditure to be incurred in 1st Year) is **Rs 2,50,00,000 (Rupees Two Crore Fifty Lakhs only)** (as detailed in the estimated Capital expenditure Table below), Rs 50,00,000 (Five Lakhs Only) in 2nd year, Rs 35,00,000 (Rupees Thirty Five Lakhs only) in the 3rd year and Rs 20,00,000 (Rupees Twenty Lakhs only) in the 4th and 5th year consecutively as additional capital expenditure. The yearly operating expense of the JSFDA for the 1st, 2nd, 3rd, 4th and 5th Year is **Rs 19,08,24,186, Rs 20,17,31,878, Rs 21,49,03,110, Rs 22,88,91,328 and Rs 24,22,53,720 respectively (as detailed in the estimated Income Expenditure table)** shall be incurred under the budget head of Jharkhand State Higher Education Council (JSHEC).

II. Post-Wise Annual Estimated Employee Benefits (Salary)

Sl. No.	Designation	No. of Posts	Salary Per Month	Estimated Yearly Cost
1	General Manager	2	125,000	30,00,000
2	Manager	6	75,000	54,00,000
3	Cleaning staff and Allied Services*	6	14,000	10,08,000
4	Digital & ICT Services*	10	19,400	23,28,000
5	Office Management Services*	16	21,800	41,85,600
6	Security Services*	4	18,000	8,64,000
Grand Total				1,67,85,600

* The remuneration for **Cleaning Staff and Allied Services** staff is calculate based on latest minimum wages rates for **Highly Skilled Workers** as notified by the Department of Labour, Employment, Training and Skill Development and shall be modified which modification in minimum wages from time to time. The remuneration for **Digital & ICT Services and Office Management Services** staff has been calculated at manpower rates of **Jharkhand Agency for Promotion of Information Technology**. The Board of Directors may decide to hire staff for these services at any other rate with reference to rates from any State/Central Government Body/Institution/PSU.

The Board of Directors shall be the final authority for selection of any or all manpower for the JSFDA. The Board of Directors may decide to provide deputation allowance to Assistant Professors/Associate Professors/ Professors of State Public Universities/ Constituent Colleges after receiving prior approval from the State Government through the Department of Higher and Technical Education.

III. Estimated Capital Expenditure (To be incurred in the 1st Year)

Particulars	Amount
Computer	50,00,000
Printer and Other Peripherals	20,00,000
Office Interior	1,25,00,000
Other Cost	55,00,000
Capital Expenditure	2,50,00,000

Note -: We are stipulating a yearly capital expenditure of Rs 50,00,000 for 2nd Year, Rs 35,00,000 for 3rd Year and Rs 20,00,000 for 4th and 5th Year.

IV. Indicative Activity Expenditure Of JSFDA

(i) Type of Programmes

The type of programmes and their indicative duration shall be as follows: -

Sl. No.	Type	Minimum Duration
1	Induction Training for New Faculty	12 weeks (90 days)
2	Mid-term Career Refresher Programme	3 weeks (21 days)
3	Specialised Faculty Development Programmes (SFDP)/ Skill Enhancement Courses (SEC)	2 weeks (15 days)

4	Field visit	1-5 days
5	Workshop	1-3 days
6	Conference/Seminar	Session Based
7	Research Study/ Research Work/ Consultancy Services	Session Based

Indicative Training Schedule for Faculty Members		
Sl. No	Indicative Training provided	Indicative Time Period of Training
1	Induction Program	At the time of joining
2	Mid-Term Career Refresher Programme - I	Between 4th to 8th year of Service
3	Mid-Term Career Refresher Programme - II	Between 12th to 16th year of Service
4	Mid-Term Career Refresher Programme - III	Between 20th to 24th year of Service

The above training shall be in addition to the mandatory training required by faculty members for promotion as per the statutes of respective universities

(ii) Indicative Training Calendar

a. Center-Wise Annual Activity Calendar

Sl No.	Centres	SFDP/SEC Training (No.)	Field Visit (No.)	Workshop (No.)	Conference/ Seminar (No.)	Research Study (No.)
1	Centre for Value - Based Education	2	4	2	1	
2	Centre for Knowledge, Technology, Research, and Innovation	3	6		1	1
3	Centre for Digital Learning	3		3		
4	Centre for Curriculum Development and Pedagogy	2	2	3		
5	Centre for Leadership Development	2	4	2	1	
6	Centre for Networking and Collaboration		4	2	1	
7	Centre for Industry-Academia Collaboration		4	2	1	2
8	Centre for promotion of Inter-Disciplinary Studies	2	2	2		
9	Centre for Advancement of IKS	2	2	2	1	1
10	Centre for Development of Entrepreneurship	2	4		1	2
Total No. of activities in a year		18	32	18	7	6

Apart from the mentioned above activities, consultancy activity is to be carried out by each center and the estimate revenue from it is detailed in the revenue expense table mentioned below.

b. Year-wise no. of batches and faculties covered for various training programmes*

Programme Type	Year 1 Batches (NoP)	Year 2 Batches (NoP)	Year 3 Batches (NoP)	Year 4 Batches (NoP)	Year 5 Batches (NoP)
Induction Program	8 (400)	8(400)	8(400)	8(400)	8(400)
Mid-term Career Refresher Programme	52(2600)	52(2600)	52(2600)	52(2600)	52(2600)
SFDP/SEC	18(900)	18(900)	18(900)	18(900)	18(900)
Field Visit	32(224)	32(224)	32(224)	32(224)	32(224)
Workshops	18(900)	18(900)	18(900)	18(900)	18(900)
Total	128 (5024)	128 (5024)	128 (5024)	128 (5024)	128 (5024)
Research Study	6 sessions	6 sessions	6 sessions	6 sessions	6 sessions
Conferences	7 sessions	7 sessions	7 sessions	7 sessions	7 sessions

NoP (Number of Participants)

*The following assumptions have been taken for preparing the indicative training calendar for JSFDA:

- A total of approximate 13000 faculties from Public and Private HEI's shall be provided training.
- The total number of newly recruited faculties has been assumed as approximate 400 per year for induction training.
- All existing faculties are planned to be covered under Mid-term Career Refresher Programme within a block 5 years.
- Approximately 50% of total faculty members are estimated to opt for SFDP and SEC.
- Specialised Faculty Development Programme (FDP) and Short-Term Skill Enhancement Courses (SEC) have been equally divided among faculty members.
- A batch size of 50 has been considered for each training course except for field visit which has a batch size of 7.
- The number of faculty members has been kept constant to account for retirements, new inductions and for ease of calculation.

(iii) Estimated Budget for Each Type of Training Course

The rates under various heads have been estimated with reference to the rates of Human Research Development Centre (HRDC) as provided by UGC.

Assuming Batch size = 50 for each course except Field visit Batch Size = 7.

(A) One time cost

1. Travelling allowance = Rs 2000 / participant
2. Reading material = Rs 1000 / participant
3. Total One Time Cost = Rs 3000/ participant

(B) Recurring cost

1. Hospitality cost = Rs 1000 / per participant / per day
2. Resource Person Cost = Rs 60 / per participant / per day (Rs 6000/ resources person/day for any 02 batches)
3. Total Recurring Cost = Rs 1060 / per participant / per day

Induction Program: These programs shall be newly recruited faculty members of HEI's. The duration of these training shall be 03 months. One Month of these trainings will be dedicated to classroom training of pedagogy, teaching learning methodology etc. The second month shall be dedicated to activities like visits to State Universities, Institutions, Government Organisations, and other agencies working on higher education. The third month shall be dedicated to community engagement.

Mid-Term Career Refresher Programme: These shall be compulsory trainings as mandated by the statute on minimum qualification of appointment of teachers, officers of universities and other academic staff of universities and colleges 2018 issued by Government of Jharkhand.

SFDP/SEC: These shall be center specific training programs and skill enhancement courses.

Field visit: These shall be on ground activities carried out to collect, analyse data and enhance community engagement.

Workshop: These shall be center specific short duration programs with a closed group of people.

Research Study/Conferences: These shall be long term studies to provide meaningful insights into policy initiatives of the State/ Conferences to host expert academicians and other contributors.

		Program Type (All amounts for Sl No. 1,2,5,6,7,8,9 in ₹ thousand, unless otherwise stated)						
Sl. No.	Description	Induction Training Programme (A)	Refresher Course/ Mid-Career Training (B)	Specialized FDP-SEC Courses(C)	Field visit (D)	Workshops (E)	Research Study (F)	Conferences (G)
1	One Time Cost / Participant	3	3	3	15	3	Lumpsum cost considered	Lumpsum cost considered
2	Recurring Cost / Participant / Day	1.06	1.06	1.06	1.06	1.06		
3	Days of Training / visit	90	21	15	7	3		
4	No. of Participant	50	50	50	7	50		
5	Total One Time Cost (1 x 4)	150	150	150	105	150		

6	Total Recurring Cost (2 x 3 x 4)	4770	1113	795	51.94	159		
7	Total Cost of Each Batch (5+6)	4920	1263	945	156.94	309	100	100
8	No. of Batches Planned in a Year	8	52	18	32	18	6	7
9	Yearly Programme Cost (7 x 8)	39360	65676	17010	5022.08	5562	6000	7000
Total Activity Expenditure Per Year (A + B + C + D + E + F + G)							145630.08	

(iv) Projected Activity Expenditure for 5 Years (Assuming 7% Cost Inflation)

	Year 1	Year 2	Year 3	Year 4	Year 5
Activity Expenditure	₹14,56,30,080	₹15,58,24,186	₹16,67,31,879	₹17,84,03,110	₹19,08,91,328

This above activity calendar is indicative in nature and has been done only for budgeting purposes. The cost for training courses, type of resource person, their honorarium etc shall be submitted by Knowledge Partners. The final decision regarding training shall be taken by the Board of Directors of JSFDA in consultation with the Knowledge Partners.

V. Estimated Income and Expenditure (for 5 years)

Estimated Revenue and Expenditure of the proposed Company					
ESTIMATED REVENUE AND EXPENDITURE STATEMENT					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Estimated Revenue					
Grants	₹ 6,00,00,000	₹ 4,00,00,000	₹ 4,00,00,000	₹ 4,00,00,000	₹ 4,00,00,000
Revenue from Activity#	₹ 15,58,24,186	₹ 16,67,31,879	₹ 17,84,03,110	₹ 19,08,91,328	₹ 20,42,53,721
Other income including donations					
Total (A)	₹ 21,58,24,186	₹ 20,67,31,879	₹ 21,84,03,110	₹ 23,08,91,328	₹ 24,42,53,721
Estimated Expenditure					
Employee Benefits (Salary)	₹ 1,67,85,600	₹ 1,76,24,880	₹ 1,85,06,124	₹ 1,94,31,430	₹ 2,04,03,002
Activity Expenditure	₹ 14,56,30,080	₹ 15,58,24,186	₹ 16,67,31,879	₹ 17,84,03,110	₹ 19,08,91,328
Office Expenses	₹ 42,00,000	₹ 46,20,000	₹ 50,82,000	₹ 55,90,200	₹ 61,49,220
Statutory and Institutional Expenses	₹ 7,00,000	₹ 2,20,000	₹ 2,42,000	₹ 2,66,200	₹ 2,92,820
Overhead Expenses	₹ 1,20,42,406	₹ 1,28,53,135	₹ 1,37,64,470	₹ 1,47,40,761	₹ 1,57,86,669
Depreciation	₹ 49,00,000	₹ 39,20,000	₹ 31,36,000	₹ 25,08,800	₹ 20,07,040
Miscellaneous Expenses	₹ 65,66,099	₹ 66,69,678	₹ 74,40,637	₹ 79,50,827	₹ 67,23,641
Total (B)	₹ 19,08,24,186	₹ 20,17,31,878	₹ 21,49,03,110	₹ 22,88,91,328	₹ 24,22,53,720
Estimated Surplus(+)/Deficit(-) (A-B)	₹ 2,50,00,000	₹ 50,00,000	₹ 35,00,000	₹ 20,00,000	₹ 20,00,000
Capital Expenditure (C)	₹ 2,50,00,000	₹ 50,00,000	₹ 35,00,000	₹ 20,00,000	₹ 20,00,000
Estimated Surplus(+)/Deficit(-) (A-B-C)	₹ 0	₹ 0	₹ 0	₹ 0	₹ 0

#The Revenue from Activity has been calculated by adding a 7% academy management charge over and above the expenditure incurred as activity expenditure.

The Department of Higher and Technical Education shall provide an initial grant of Rs 1,00,000 (Rupees One Lakh Only) towards the paid-up capital of the JSFDA. The authorised capital of the JSFDA shall be Rs 10,00,000 (Rupees Ten Lakh Only).

FORM NO. INC-13

[Pursuant to rule 19(2) of the Companies (Incorporation) Rules, 2014]

AND

(THE COMPANIES ACT, 2013)

MEMORANDUM OF ASSOCIATION

OF

JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY

(A company limited by shares not for profit u/s 8 of The Companies Act, 2013)

1. The name of the company is **"JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY"**
2. The Registered Office of the company will be situated in the **State of Jharkhand**.
3. (A) **The objects for which the company is established are:**
 - (i) To improve the quality of education, for overall development of students through the continuous professional and personal development of teaching & non – teaching staffs, students, administrators and other stakeholders of State Universities, Private Universities, Deemed Universities, Public Colleges, Private Colleges Constituent Colleges, Affiliated Colleges, Autonomous Colleges, Engineering colleges (public/ private/PPP), Polytechnic Institutes ((public/private /PPP), technical, professional higher education institutes (HEI's) situated preferably in Jharkhand and the country at large.
 - (ii) To provide teachers with opportunity for continuous professional development by
 - Organizing induction programmes, refresher courses, faculty development programmes, and
 - Providing subject specific advance level courses
- (B) **The Academy incorporates the following key principles and approaches: -**
 - (i) **Value embedded training** The Academy's objectives for value embedded training shall be: -

- (a) To impart training to teachers that underlines the purpose of higher education in promoting human as well as societal well – being and development of our State/ Country as envisaged in NEP, 2020.
- (b) To impart training to teaches on human values and professional ethics.
- (c) To encourage adoption of pedagogy by teachers which aims to develop good, thoughtful, well – rounded and creative individuals.
- (d) To develop mechanisms for sharing real life experiences of teachers who have faced a gap between values they profess and practice.
- (e) To enable transformation of teachers into role models by development of teaching learning process that not only enhances knowledge of students but also enables personal growth through constructive public engagement and productive contribution to the society.
- (f) To promote research studies on the mental growth, emotional intelligence, and behavioural patterns of the students. These studies will provide valuable insights to the policy makers and assist in formulating corrective measures as and when required.

(ii) **Creation of Knowledge, Research, and Innovation** The Academy shall undertake activities:

- (a) To provide training to the teachers on latest advancements in teaching learning process, methodologies and techniques that form the basis of knowledge creation and innovation.
- (b) To provide training and encouragement to teachers for development of in-house education technology incubators and promotion of research activities.
- (c) To focus on strengthening of Research and Development cells/ Innovation cell established in Universities/HEIs.

- (d) To promote training on scientific and rational thinking in line with NEP, 2020. The training shall revolve around questions of scientific temperament, importance of questioning, rational decision making, de-addiction, rational use of social media, etc.
- (e) To facilitate legal assistance to researchers, faculty, and student with matter relation to Intellectual Property Rights (IPR), Contract Law and other provisions for start-ups and incubators.
- (f) To enhance domain knowledge of teachers with new information and latest developments in the subject.
- (g) To emphasize on the development of cognitive skills and learning outcomes in students.
- (h) To provide consultancy services in research, policy, innovation, and developmental issues to State and Central Governments, Industries, Multilateral Organisations etc.

(iii) Curriculum Development and Pedagogy

- (a) To give autonomy to HEI's and teachers for innovation in curriculum, pedagogy, and assessment for promotion of holistic and multidisciplinary education. The curriculum and pedagogy shall be designed by motivated teachers to ensure a stimulating and engaging learning experience for students
- (b) To develop mechanisms for continuous formative assessment of students. The teachers shall be oriented to develop interesting and relevant curriculum aligned with NEP, 2020.
- (c) To train teachers on the comprehensive approach of effective learning that involves appropriate curriculum, engaging pedagogy, continuous formative assessment, and adequate student support. The teachers shall adopt pedagogy which has increased emphasis on communication, discussion, debate, research, and opportunities for cross disciplinary and interdisciplinary thinking.
- (d) To facilitate development of pedagogy based on use of IT, hybrid method, adaptive learning software and multimedia.

(iv) **Leadership Development**

- (a) To strengthen the governance and leadership structure of HEI's in line with NEP, 2020.
- (b) To provide focused training to faculty members on the culture of excellence, engagement with local communities, strong alignment with constitutional values, social commitment, teamwork, pluralism, diversity, positive outlook, and student involvement in planning.
- (c) To conduct capacity building training programme for senior teachers from HEI's who are in leadership positions or are likely to assume leadership positions. The key principles of the training programme shall be character-based leadership, reflective pedagogy, direction-seeking silence (inner listening), inspiring participants through real-life stories and holistic learning design.
- (d) To formulate and develop an ecosystem for recognition of contribution of teachers in the field of higher education research, administration, and policy intervention.

(v) **Equity and Inclusion in Higher Education**

- (a) To encourage and support students from socially economically disadvantaged backgrounds make a successful transition into higher education institutions.
- (b) To promote and build an environment for deeper understanding and appreciation for constitutional values of justice, equality, fraternity, and dignity.
- (c) To increase focus on access, equity, and inclusion in HEI's for creating greater opportunities to students. The trainings shall focus on sensitizing teachers on topics of diversity and inclusion in HEI's.
- (d) To provide sensitisation training to teaching and non-teaching staff on topics of gender disparity and diversity.

- (e) To initiate creation of gender sensitive campuses that promote diversity and inclusion as non-negotiable fundamental principles through various training programmes.
- (f) To provide sensitisation training to teachers on teaching mechanisms for differently-abled or divyaang students.
- (g) To provide sensitisation training to teachers on teaching methodology for Persons with Disability (PwD) students and students from Socially, Economically Disadvantaged Groups (SEDG's).

(vi) **Networking with renowned academicians, expert HEI's**

- (a) To identify the full potential of HEIs, individuals, practitioners within and outside the state to create a pool of experts in varied academic programs.
- (b) To work in collaboration with the institute and individuals for training of teachers and facilitating connections between the HEIs for best practices from individuals, practitioners, and organizations.
- (c) To organise regular workshops, expert talks, lecture series and hands on training sessions by renowned experts in the field of higher education.
- (d) To facilitate emersion tours for top performing faculty members to expert institutions in varied fields for an in-depth understanding of the best practices and their modes of implementation.

(vii) **Student Support**

- (a) To facilitate mechanisms and avenues for student internships, apprenticeship, placements, hands-on-training, industrial visits, and similar collaborative opportunities.
- (b) To assist in bridging the gap between prospective employers and students by conducting extensive need gap analysis and market research with focus on preparing the students with the desired skills as per the industry requirements.

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- (c) To strengthen the placement/ internship/ apprenticeship cell established in universities/colleges.
- (d) To develop mechanisms for imparting training on soft skills and digital tools, which help in reducing the digital divide among students and facilitate preparation for employment opportunities.
- (e) To coordinate with the Alumni Associations of HEI's to provide one-to-one mentorship to students and to promote continuous interactions among Alumni and students.
- (f) To facilitate, assist and coordinate with the Office of International Affairs in HEI's for student exchange and dual degree programs of students in foreign HEI's.

(viii) Industry-Academia Collaboration

- (a) To establish Industry-Academia collaboration for development of innovation ecosystem and opportunities for employment generation.
- (b) To enable HEI's to seek association of industries for translational research including scale-up studies and commercialization of their research knowledge base.
- (c) To provide opportunities for students to work on real-life industrial problems.
- (d) To assist HEI's in identification and development of market-demand skills through internship and apprenticeship in Industries.
- (e) The collaboration of industry with academia shall leverage reciprocal knowledge through mobility between each other. This collaboration shall identify the research areas of interest to industry and encourage the faculty and students to take up research activities backed by grants from industries.
- (f) The linkage shall accelerate the active participation of industries in the incubation/innovation centres.
- (g) The engagement with industries shall lead to development of courses / curriculum with industry inputs. The collaboration shall result in enhanced employment opportunities of the students.

- (h) To develop and coordinate programs that meet the training and upskilling needs of industrial employees. This shall utilise the rich experience of teachers in HEI's and ensure continuous linkage between the industry and academia.
- (i) To coordinate with the Jharkhand State Research, Innovation and Start-up Promotion Board for promoting research activities being carried out the HEI's and assistance in securing grants from industries.

(ix) **Encouraging Indian Knowledge System (IKS)**

- (a) To assist specialized HEI's in the field of Indian and Regional knowledge system to secure grants from multi-lateral organisations, research groups, foreign and national HEI's.
- (b) To assist the HEI's in filing patents on traditional scriptures of tribal and regional languages through Traditional Knowledge Digital Library (TKDL), a joint initiative of Council for Scientific and Industrial Research and Ministry of Ayush, Government of India.
- (c) To streamline and coordinate all initiatives of the State Government taken to popularize and promote Indian Knowledge System.
- (d) To organise panel discussions, lectures, and workshops for understanding the ancient practices in IKS and mechanisms to inculcate then into the formal education curriculum.
- (e) To promote and enable collaboration between subject matter experts from the State, faculty, and funding organisations for research on IKS.
- (f) To develop capacity and create resource pool from among the existing faculty for translation of textbooks in English to vernacular languages of the State.
- (g) To enable in-depth study of the sustainable practices and traditions of the ancient tribes of the State pertaining to food, lifestyle, and traditions.
- (h) To promote studies of the traditional texts and oral traditions of ancient India and their proposed modern-day applications.

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(x) **Developing the Spirit of Entrepreneurship**

- (a) To provide a platform for enabling confluence of visionary students, professionals, and organisations with a zeal for entrepreneurship.
- (b) To develop mechanisms to create “Job Creators” instead of “Jobs”.
- (c) To host annual events that provide an opportunity to students to showcase their innovative ideas and allow industries to invest in and facilitate their growth.
- (d) To provide a one – stop solution for all requirements of budding start-ups like consultation with experts from academia and industry, technological and legal assistance.

(xi) **Policy Analysis and Feedback**

- (a) To generate, share and apply knowledge required for the formulation of policies, plans and programmes designed for development of higher education.
- (b) To assist the Department in the framing policy initiatives with the help of active participation of seasoned experts of national and international repute.
- (c) To develop and implement an objective, independent and scientific method to measure the effectiveness of state mandated initiatives, programs, and policies.
- (d) To provide technical assistance in verification and statistical modelling of data collected through Baseline Survey, SIRF, AISHE and other state mandated activities.
- (e) To publish annual reports on the state of higher education with key focus on faculty and student centric areas. This will provide policy makers an objective measure of the impact of their policies and possible corrective measures.

C. **Centres in the Academy** Based on the approach, the Academy shall have different centres

(i) **Centre for Value - Based Education**

- (a) To assist teachers in realisation of the larger context of education and the role of a teacher in society. Some illustrative topics to be covered

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could be development of humanistic, ethical, constitutional, and universal human values, scientific temper, mental well-being, psychological health, citizenship values, life skills, lessons in seva/service and participation in community service programmes.

- (b) To empower learners to become aware of and understand global issues and become active promoters of more peaceful, tolerant, inclusive, secure, and sustainable societies. In addition to that the centre shall cover topics on Secularism, National Integration, Multiple Cultures, Equality, Indian Tradition, Creation of Indian Identity, Human Rights, Sustainable Development, Public Interest Movement.
- (c) To focus on aspects of understanding the details of mind and mental systems, emotional intelligence, methods of mind training to encounter and regulate the destructive emotions, importance of realization of the positive emotions, importance of mindfulness in maintaining peace of mind, social emotional learning necessary for educating youths to regulate their mind while encountering adverse situations.
- (d) To enable higher education institutions in becoming sensitive and creating zero – tolerance to all forms of caste, religion, and gender – based discrimination in the campus.
- (e) To impart training programmes on gender related topics (including trans-gender students), equipping female teachers as leaders and to create opportunities for women teachers in higher education.
- (f) To focus on sensitizing the participants towards person with disability through sensitization of physical and neuro-development disabilities, rights, and legal frameworks for persons with disabilities, understanding inclusion, emotions vs facts, understanding assistive technologies, and taking inclusion to the classrooms.
- (g) To sensitize the faculty on equality, dignity, and the right to live, work and study without fear of discrimination and harassment.
- (h) To operate as a cross-cutting theme in all the training programmes to encourage HEIs to build a conducive environment for students from diverse backgrounds so that they can access and enrol in HEIs.

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- (i) To support the Institutes in organizing career guidance programmes and various training programmes on enhancing the reasoning, aptitude, and quantitative skills of students. These training programmes shall equip students with skills and groom their personality.
- (j) To assist the universities in organizing workshops such as resume writing, communication skill development, and mock interview by the Higher Education Institutes in collaboration with Centre, to instill confidence and develop the right attitude in students.
- (k) To assist HEI's in setting up student clubs which shall be instrumental in developing co-curricular skills among students. It shall also assist HEI's in identifying prospective areas for development of new subjects and curriculum.

(ii) **Centre for Knowledge, Technology, Research, and Innovation**

- (a) To impart basic skills and sensitivities that a teacher needs for effective classroom teaching.
- (b) To focus on updating the knowledge of teachers in various subject domains and facilitate in development of tools and methodologies to encourage innovation, incubation and enhance the skills of teachers in research studies.
- (c) To focus on transformative research and innovation, design thinking and entrepreneurship development covering a range of subjects such as industry-led research and innovation, market research and industry outreach.
- (d) To provide training to teachers on latest processes, methodologies, and techniques of teaching. The training programmes shall focus on inquiry-based teaching skills, blending research-based hands-on laboratory techniques, online/blended teaching modes, formative, and summative assessment methods.
- (e) To provide refresher programmes in teaching, subject refresher courses, Interdisciplinary Refresher Courses and Multidisciplinary Refresher Courses. Apart from this they shall be given training on Research & Publication Ethics, Entrepreneurship, and Outcome Based Education.

- (f) To compile and collate research work, published papers and patents granted by all state Universities and publish an annual research journal consisting of marquee research projects from State Universities, and success of training programs conducted by the Academy.

(iii) **Centre for Digital Learning**

- (a) To provide training to the teachers for transforming/strengthening their role as facilitators of knowledge, guides, mentors, e-tutors, and counsellors.
- (b) To encourage and support the teachers in taking up the short-term courses related to skill enhancement and pedagogy offered on MOOCs, SWAYAM and other online programmes.
- (c) To assist the HEI's in conceptualizing, developing and implementing a uniform digital policy.
- (d) To develop e- contents for Massive Open Online Courses (MOOCs) and for Learning Management System (LMS), including having vernacular content, adopt innovative and cost –effective, blended faculty development program delivery models for creating flexible, convenient, and effective learning environment.
- (e) To assist HEI's in the implementation of digital initiatives of State Government like Enterprise Resource Planning (ERP) solution, Campus Wi-fi, ABC-NAD, Baseline Survey, Smart Boards and Jharkhand State Institutional Ranking Framework.

(iv) **Centre for Curriculum Development and Pedagogy**

- (a) To provide training to develop multi-disciplinary curriculum & pedagogy and enhance the skill of teachers to conduct such courses and adopt such pedagogy in their institution.
- (b) To organize training programmes for review and revision of curriculum based on developments in the specific domain area. The Centre shall impart training to faculty to provide open, creative, and critical learning opportunities by inter-connecting various disciplines.
- (c) To focus on development and promotion of creative IT based tools to promote experiential learning as part of pedagogy. The training

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programme shall be designed to provide participants with the skills and knowledge they need to incorporate technology into their teaching practices by introducing them to relevant tools, digital media, and various pedagogies.

- (d) To help participants explore their roles as leaders in adopting new technologies and inform them about strategies for using technology in research, with an aim to create a better understanding of the trends shaping education and helping faculty expand their knowledge in education.

(v) **Centre for Leadership Development**

- (a) To train senior faculty of HEIs who are in leadership positions or are likely to assume leadership positions. They will be motivated to ensure the smooth functioning of institutions and translate the features of NEP, 2020 in their institutions.
- (b) The leadership traits can be inculcated in an individual through well designed training programmes that include outdoor activities, teamwork, challenge-based activities, and reflective discussions.
- (c) To facilitate training of senior faculties to strengthen the vision and regenerate hope for change towards nudging education towards the ultimate purpose of creating holistic, free, intelligent individuals.
- (d) To provide induction, mid-career, and refresher courses to faculty members for their capacity building and career development.
- (e) To encourage and assist the faculty members in the detailed study of relevant acts, rules, statutes and regulations of Jharkhand and other states.
- (f) The newly appointed Vice Chancellor, Pro Vice Chancellor, Registrar, Principals, senior faculties at leadership position or likely to be at the senior position in near future shall be trained on the leadership qualities, social skills, management skills, critical thinking, decision making skills, communication skills, skills to manage stakeholders, institution building, conflict management skill, risk taking skills. The training shall

include the enhancement of leadership quality with inputs on ethical leadership.

(vi) **Centre for Networking and Collaboration**

- (a) To identify potential Higher Education Institutions, Experts, Scholars, practitioners, Industries/Network of Industries, and related professionals within and outside the state to create a pool of resources for imparting training and organizing capacity building programmes.
- (b) To build a strong network of academicians, practitioners, organizations and institutions that can bring in expertise that is best desired for education of young people.
- (c) To enter into any agreement, arrangement, partnership, contract, memorandum of agreement/undertaking or such other mode with such HEIs, Experts, Scholars, practitioners, Industries/Network of Industries, and related professionals to fulfil the objective of the company. The trainings shall be organized in collaboration with the potential partner institutes in their premises.
- (d) To support other centres as well as HEIs for designing of appropriate modules, courses, and other related resource materials. The module shall include text, visual and audio-visual media material. Apart from that the Academy shall develop in house training modules.
- (e) To create a system for feedback after every training programme that shall be included in the training module for necessary improvement and documentation. Regular updates/ short films on training programmes shall be posted in social media platform.

(vii) **Centre for Industry-Academia Collaboration**

- (a) To conduct market research studies and map the demand of industry for internship, apprenticeship, and placement.
- (b) To identify the potential industries/organization for collaboration in sponsored research, collaboration, student, and faculty exchange program.
- (c) To support HEIs in strengthening industrial interaction between HEIs and industries to establish collaboration with industries. To enter into

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any agreement, arrangement, partnership, contract, memorandum of agreement/undertaking or such other mode with Industry/Network of Industries for fulfilment of the objective of the company.

- (d) To create a platform in HEIs for connecting with alumni for engagement with Industry for internship, apprenticeship entrepreneurship and placement. To prepare guidelines on Industry-University Linkage.
- (e) To create mechanisms and avenues for student internships, apprenticeship, placements, hands-on-training, industrial visits and similar collaborative opportunities.
- (f) To conduct market demand study and recommend revision of curriculum framework as per the need of the market.
- (g) The Centre shall play a pivotal role in strengthening the placement cell/internship cell established in Higher Education Institutes.
- (h) To coordinate between Higher Education Institutes and industry/organization for organizing recruitment drive.
- (i) To support the Institutes in organizing career guidance programmes and various training programmes on enhancing the reasoning, aptitude, and quantitative skills of students.

(viii) Centre for promotion of Inter-Disciplinary Studies

- (a) To promote interdisciplinary scientific research, advanced teaching, and training in chosen areas of interdisciplinary studies in collaboration with State Public and Private Universities.
- (b) To provide a forum for interaction among scientists, research workers, teachers, and students with national and international experts.
- (c) To conduct seminars, workshops, conferences, and extension lectures to promote interdisciplinary research.
- (d) To act as a facilitator for promoting research facilities to students, researchers and teachers who cannot avail facilities due to lack of equipments and grants.

(ix) **Centre for Advancement of IKS**

- (a) To promote multi-disciplinary research for preserving, documenting, and building upon a philosophic and scientific understanding of Indian Traditional Knowledge Systems.
- (b) To encourage study of broad canvas from ancient textual material and manuscripts in classical Indian languages to folk practitioners, their craft and skills.
- (c) To assist the HEI's in filing patents on traditional scriptures of tribal and regional languages through Traditional Knowledge Digital Library (TKDL), a joint initiative of Council for Scientific and Industrial Research and Ministry of Ayush, Government of India.
- (d) To encourage teachers to undertake research activities based on local and regional societal issues, preservation of Indian heritage and culture and industrial needs.
- (e) To undertake original research in Indian Knowledge Systems that will guide the development and implementation of programs for the diffusion of traditional and contemporary knowledge.
- (f) To develop effective methodologies to help provide realistic evaluations of local needs, environmental constraints, and production systems based on the local resources.

(x) **Centre for Development of Entrepreneurship**

- (a) To undertake capacity building programme in establishing/nurturing business incubation centres, thus establishing entrepreneurial and innovation ecosystems.
- (b) To assist in management of the intellectual property rights associated with the work of researchers, students, and faculty.
- (c) To assist in meeting compliance requirements for grant of patent and support with reference to validation and recognition.
- (d) To provide valuable connects with companies or organizations interested in licensing innovations and IPR – related legal consultations.
- (e) To train students and faculty members in paper presentation skills and preparation of research proposal.

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(D) Matters which are necessary for the furtherance of the objects specified in clause 3(A) are: -

- (i) To organise & hold trainings/programmes in two modes - individual and institutional. In the individual mode, teachers, and other participants from different HEIs shall participate in online/offline trainings. In the institutional mode, selected colleges shall be selected, and trainings shall be extended in phases to have a meaningful impact on a particular issue.
- (ii) To create a state level digital depository of Massive Open Online Courses (MOOCs), Open Education Resources and teaching resources and operate as knowledge bank by creating the knowledge hub for promotion of the objectives of the company.
- (iii) To design and develop customized modules/courses leading to professional qualification and certification for teachers for induction stage, on the job performance evaluation and certification for promotion, gradation of teachers as per the condition laid down by State Government. To create a platform to support recognition of teachers by instituting Certifications, Grades, Awards, Fellowships, or similar kind of recognition etc.
- (iv) To enter into any agreement, arrangement, partnership, contract, memorandum of agreement/undertaking or such other mode with State Universities, Academic Institutions, and others.
- (v) To initiate and promote connectivity with other State Departments and their entities under them for the fulfillment of the objective of the company.
- (vi) To employ and engage manpower, skilled professionals, technical advisors, volunteers, and interns in activities consistent with the main objects of the company or in the objects ancillary to the attainment of main objects of the company with or without remuneration, professional fees, or honorarium.
- (vii) To accept grant, donations, assistance and/or funds from the Government of Jharkhand, Government of India, Other State Government, Central Government Institutions/Agencies like UGC and other national and international agencies and corporate for carrying out the objectives of the Company.
- (viii) To apply for and obtain any order, approval, registration, recognition, privilege, concession, or authorization under any act/statute/legislature/charter from Government or Non-Government Organization's or other authority for enabling

the company to carry on any of its objects into effect or for extending any of the powers of the company or for any other such purpose which may seem expedient in the interest of the company.

- (ix) To establish and support or aid in the establishment and support of any Charitable Association or Institution in all possible manner including giving donations in cash or kind for charitable purpose in any way connected with the purpose of the company or calculated to further its objects.
- (x) To operate or raise or secure the payment of any money which may be required for the purpose of the company in such manner as the company may think fit and in particular, to draw, make, accept, discount, execute and issue bills of exchanges, promissory notes, hundies, bills of lading, warrants or other negotiable/transferrable instruments or charged upon all or any of the company's property. To issue, purchase, redeem or pay off securities in such manner as the company may think fit. To pay reasonable fees for raising, operating, or securing the payment of money to individuals, companies, institutions, or organization's which assist in obtaining such funds.
- (xi) To open and to operate current, savings and/ or fixed deposit accounts with any bank or banks and to draw, make accept, endorse, discount, execute and issue cheques, promissory notes, hundies, bills of lading, railway receipts, bills of exchange, warrants and other negotiable instruments of all description in connection with the Company's business and to make investments of the funds of the company in the manner as the Company may allow or think fit and to borrow or raise money for the purpose of the company on such terms and on such security as the company may think fit.
- (xii) To pay out all costs, charges, expenses incurred in connection with incorporation of the Company and any institutions/entities/organizations promoted by the company including preliminary expenses of any kind and to pay out all costs, charges, and expenses of and incidental to the acquisition by the company of any property or assets.
- (xiii) To subscribe, become a member, affiliate, associate, aid, receive aid from any other society or company or organizations in India or abroad for furtherance of the objects of the company.
- (xiv) To insure and to keep insured the company's property movable and immovable, as may be determined against any risk whatsoever.

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- (xv) To guarantee the payment or performance of any contracts or obligations to carry on the objects of the company
- (xvi) To apply and obtain registration under Foreign Currency Regulation Act for accepting donations from abroad.
- (xvii) To do all or any of the above in all states in India and either as principal, agents, trainers, re-trainers, facilitators, contractors, trustees or otherwise and by or through trustees, attorneys, agents or otherwise and either alone or in conjunction with others and to do all such things as are incidental or conducive to the attainments of the main objects or any of them.
- (xviii) To do all such other lawful things as considered necessary for the furtherance of the above objects.
- (xix) To establish additional centres as per NEP, 2020, UGC guidelines and other relevant guidelines for furtherance of the objects of the Company.
- (xx) To establish branches, chapters, units, zones, agencies, wings in the territory of India and to regulate and discontinue the same as considered necessary for furtherance of the objects of the Company.
- (xxi) To undertake any other task assigned by the Government of Jharkhand towards achieving quality education in Higher Educational Institutes.
- (xxii) To prepare and maintain accounts and other relevant records and prepare annual statements of accounts in such forms as may be prescribed/applicable to Section 8 companies under the Companies Act, 2013 as modified from time to time.
- (xxiii) To obtain and maintain registrations, exemptions and approvals from various statutory authorities and to operate as a non-profit body and also to register under government schemes conducive and beneficial to the activities of the Company, like registration with Charity Commissioner, Registration under section 12A and approvals under sections 10(23), 10(46) and section 80(G) of the Income Tax Act, 1961 and /or other schemes of any government or entity, assigning benefits to the company based on its objects and activity as defined by Section 2(15) of the Income Tax Act.

Provided that the company shall not support with its funds, or endeavor to impose on, or procure to be observed by its members or others, any regulation or restriction which, as an object of the company, would make it a trade union.

4. The objects of the company extend to the Whole of India.
5.
 - (i) The profits, if any, or other income and property of the company, when-so-ever derived, shall be applied, solely for the promotion of its objects as set forth in this memorandum.
 - (ii) No portion of the profits, other income, or property aforesaid shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise by way of profit, to persons who, at any time are, or have been, members of the company or to any one or more of them or to any persons claiming through any one or more of them.
 - (iii) No remuneration or other benefit in money or money's worth shall be given by the company to any of its members, whether officers or members of the company or not, except payment of out-of-pocket expenses, reasonable and proper interest on money lent, or reasonable and proper rent on premises let to the company.
 - (iv) Nothing in this clause shall prevent the payment by the company in good faith of prudent remuneration to any of its officers or servants (not being members) or to any other person (not being member), in return for any services actually rendered to the company.
 - (v) Nothing in clauses (iii) and (iv) shall prevent the payment by the company in good faith of prudent remuneration to any of its members in return for any services (not being services of a kind which are required to be rendered by a member), actually rendered to the company.
6. No alteration shall be made to this memorandum of association or to the articles of association of the company which are for the time being in force, unless the alteration has been previously submitted to and approved by the Registrar.
7. The liability of the members is limited.
8. The share capital of the company will consist of Rs. 1,00,000/- (Rupees One Lakh) only divided into 10,000/- Equity Shares of Rs. 10/- (Rupees Ten) only each.
9. True accounts shall be kept of all sums of money received and expended by the company and the matters in respect of which such receipts and expenditure take place, and of the property, credits and liabilities of the company; and, subject to any reasonable

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restrictions as to the time and manner of inspecting the same that may be imposed in accordance with the regulations of the company for the time being in force, the accounts shall be open to the inspection of the members. Once at least in every year, the accounts of the company shall be examined, and the correctness of the balance-sheet and the income and expenditure account ascertained by one or more properly qualified auditor or auditors.

10. If upon a winding up or dissolution of the company, there remains, after the satisfaction of all the debts and liabilities, any asset whatsoever, the same shall not be distributed amongst the members of the company but shall be given or transferred to such other company having objects similar to the objects of this company, subject to such conditions as the Tribunal may impose, or may be sold and proceeds thereof credited to Insolvency and Bankruptcy Fund formed under section 224 of the Insolvency and Bankruptcy Code, 2016.
11. The Company can be amalgamated only with another company registered under section 8 of the Act and having similar objects.
12. We, the several persons whose names, addresses, descriptions, and occupations are hereunto subscribed are desirous of being formed into a company not for profit, in pursuance of this Memorandum of Association and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

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Sl. No.	Names, addresses, descriptions, and occupations of subscribers	No. of shares taken by each subscriber	Signature of Subscriber	Recent photograph of subscribers	Signature, names and addresses, descriptions, and occupations of witnesses
01.	Governor of Jharkhand, through the Additional Chief Secretary/ Principal Secretary/ Secretary, Department of Higher and Technical Education	9990			
02.	Additional Chief Secretary/Principal Secretary/ Secretary, Department of Finance	1			
03.	VC, Ranchi University, Ranchi	1			
04.	VC, Kolhan University, Chaibasa	1			
05.	VC, Vinoba Bhave University, Hazaribagh	1			
06.	VC, Sido Kanhu Murmu University, Dumka	1			
07.	VC, Nilamber Pitamber University, Palamu	1			
08.	VC, Binod Bihari Mahato Kolyanchal University, Dhanbad	1			
09.	VC, Dr. Shyama Prasad Mukherjee University	1			
10.	VC, Jamshedpur Women's University	1			
11.	VC, Jharkhand University of Technology	1			

Dated thisat Ranchi

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THE COMPANIES ACT, 2013

(COMPANY LIMITED BY SHARES AND NOT FOR PROFIT)

UNDER SECTION 8 OF THE COMPANIES ACT, 2013

ARTICLES OF ASSOCIATION

(Rules & Regulations)

OF

JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY

PRELIMINARY

1. a) The reference herein to 'The Act' is to the Companies Act, 2013 as amended thereto, from time to time and as applicable
- b) The headings are given for convenience and shall not affect the construction of these articles.
- c) The Regulations contained in Table 'F' in the First (I) Schedule to the Companies Act, 2013 shall apply to the Company except in so far as otherwise expressly incorporated hereinafter.

INTERPRETATION

2. (i) In these Regulations: -
 - (a) "Act" means the Companies Act, 2013 including any alteration or modification thereof in force.
 - (b) "Board" means the Board of Directors of the Company.
 - (c) "The Company" or "this company" or "the academy" or "this academy" means **"JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY"**
 - (d) "Director(s)" means any person appointed as Director(s) by the Company."
 - (e) "Memorandum & Articles" means the Memorandum of Association and Articles of Association respectively of the Company.
 - (f) "Member(s)" means a person whose name is entered in the Register of Members of the Company from time to time.

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- (g) "Office" means the Registered Office, for the time being of the company,
- (h) "Seal" means the common seal of the Company.
- (i) "Financial Year" means April to March. "Calendar Year" means January to December.
- (j) Words importing the masculine gender include the feminine gender and vice-versa. Words importing singular number include the plural and vice-versa.
- (ii) Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Act, or any statutory modification thereof in force at the date at which these Articles become binding on the Company.

PUBLIC COMPANY

- 3. The Company is a Public Company within the meaning of Section 2 (71) of the Companies Act, 2013.

SHARE CAPITAL

- 4. The Authorized Share capital of the company shall be as mentioned in Clause 8 of the Memorandum of Association of the Company with the power to increase and/or reduce the Capital of the company and to divide/consolidate the shares in the capital for the time being into several classes.

REDEEMABLE PREFERENCE SHARE

- 5. The Company may subject to the applicable provisions of the Act, issue the said preference shares as cumulative Redeemable Preference Shares (Redeemable Preference shares) and/or cumulative partly/fully convertible Preference shares (Convertible Preference Shares), in such proportion as may be decided by the Company at the time of issue thereof, and the same shall have such rights, privileges and conditions attaching thereto as the Company may decide in this behalf.

SHARES & CERTIFICATES

6. Allotment of shares

- (i) Subject to the provisions of these articles, shares in the capital of the Company for the time being shall be under the absolute control of the Board of Directors who may allot or otherwise dispose off the same or any of them to such persons on such terms and conditions and at such times and either at a premium or at par or subject to the provisions relating to discount as provided in the Act and as the Board may think fit.

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- (ii) Notwithstanding anything contained in this Article, where securities are dealt with in a Depository, the Company shall intimate the details of allotment of securities to Depository immediately on allotment of such Securities.

7. Members

- (i) According to Section 2(55) of the Companies Act, 2013, a person may acquire the membership of the Company.
 - (a) by subscribing to the Memorandum of Association (deemed agreement); or
 - (b) by agreeing in writing to become a member; by making an application to the Company for allotment of shares or by transfer of shares or transmission of shares, etc.
- (ii) The number of members with which the company proposes to be registered is eleven (11).
- (iii) The subscribers to these Rules & Regulations or Articles of Association and such other persons as may be admitted pursuant to these Rules and Regulations in different categories, from time to time shall be members of JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY.

8. Register and Index of Members

The Company shall cause to be kept at its Registered Office or at such other place as may be decided, Register and Index of members in accordance with the applicable provisions of the Act and the Depositories Act, 1996 with details of shares held in physical and dematerialized forms or in any media as may be permitted by law including in any form of electronic media. The Register and index of beneficial owners maintained by a Depository under the applicable provisions of the Depositories Act, 1996 shall also be deemed to be the Register and index of members for the purpose of this Act. The Company shall have the power to keep in any state or country outside India, a Register of Members for the residents in that state or country.

TRANSFER

- 9. The Board of Directors may at their absolute discretion decline to register any transfer of shares or debentures in the following cases:
 - (i) The transfer of shares or debentures to a person who have not been approved by the Board of Directors.

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- (ii) Any transfer of shares on which the Company has a lien.
10. Shares or Debentures held by a member or debenture holder as the case may be, may be transferred to his legal heirs or any other existing shareholder or debenture holder of the Company and shall not be transferred to any other person other than those as aforesaid.
11. In case of transfer of all or any part of the shares in or debenture of the Company, to any person or persons excepting those provided in Article 10 above, a transferor shall intimate the Company in writing of his intention to do so, specifying clearly therein the name and address both present and permanent, and description of the proposed transferee and the Company, on receipt of such intimation of the transferor, shall hold meeting of Board of Directors to consider the matter of such transfer, within a period of 60 days from the date of receipt of such intimation letter from the transferor and the Board of Directors shall be at liberty either to take in such transferee as a member or debenture holder or arrange the transfer to any member or debenture holder of the Company as the case may be or any other person and in such manner as the Board of Directors may approve and prescribe.
12. The instrument of transfer of any shares in, or debentures of the Company shall be executed both by the transferor and the transferee and the transferor shall remain the holder of the shares or debentures so transferred until the name of the transferee is registered in the Register of Members or in the Register of Debenture Holders.
13. Every instrument of transfer shall be left at the office of the Company along with the original certificate of shares or debentures of the Company to be transferred and the transfer may be registered.

TRANSMISSION

14. In case of death of a member or debenture holder, the shares or debentures shall pass on to his or her heirs, administrators or executors and any person becoming entitled to such shares and debentures in consequence of death of any member or debenture holder may upon producing such evidence of title as the Board of Directors may require, register himself as holder of the shares or debentures and subject to the provisions of transfer herein contained, transfer the same to some other person.

INCREASE, DECREASE & ALTERATION OF CAPITAL

15. The Company may by Ordinary Resolution from time to time alter the conditions of the Memorandum of Association as follows:

- (i) Increase the share capital by such amount, to be divided into share of such amount as may be specified in the resolution.
 - (ii) Consolidate and divide all or any of its shares of larger amount than its existing shares.
 - (iii) Sub-divide its existing shares or any of them into shares of smaller amount than is fixed by the Memorandum, and/or Articles of Association, so however, that in the sub-division, the proportion between the amount paid and the amount, if any, unpaid on each reduced share shall be the same as it was in the case of the share from which the reduced shares is derived; and
 - (iv) Cancel any shares which at the date of the passing of the resolution, have not been taken or agreed to be taken by any person.
16. The Company may, subject to applicable provisions of the Act, and any other consent required under applicable laws, from time to time, by special resolution reduce in any manner:
- (i) its Share capital
 - (ii) any Capital redemption reserve fund or
 - (iii) any share premium account.
17. Notwithstanding anything contained in these Articles, and subject to applicable provisions of the Act, and/or any other applicable laws, the Company may purchase its own shares or other specified securities (hereinafter referred to "buy-back") out of
- (i) its free reserves or
 - (ii) the securities premium account or
 - (iii) the proceeds of any shares or other specified securities.

BORROWING POWERS

18. Subject to the provisions of the Act, the Board of Directors may from time to time, by a resolution passed at a meeting of the Board accept deposits or borrow moneys from members, directors or their relatives, either in advance of calls or otherwise and may generally raise and secure the payment of such sum or sums in such manner and upon such terms and conditions in all respects as they think fit and in particular by issue of bonds or redeemable debenture stock, or any mortgage or charge or other security on the undertaking or the whole or any part of the property of the Company (both present and future) including its uncalled capital for the time being.

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CAPITALISATION OF RESERVES

19. (i) Subject to the provisions of the Act, the Company in General Meeting may, upon the recommendation of the Board of Directors, resolve:

“That it is desirable to capitalize any part of the amount for the time being standing to the credit of any of the Company’s Reserve accounts or to the credit /surplus of the income & expenditure account.”

The Board of Directors shall give effect to the resolution passed by the Company in pursuance of this regulation.

GENERAL MEETING

20. Annual General Meeting

The first Annual General Meeting of the Company shall be held within a period of nine months from the end of the first financial year of the Company. The next Annual General Meeting of the Company shall be held by the Company within six months after the expiry of each financial year unless an extension of time is obtained from the Registrar of Companies as provided in the Act. Provided that not more than fifteen months shall elapse between the date of one Annual General Meeting of the Company and that of the next meeting.

21. Notice of Meeting

A general meeting of the Company may be called by giving not less than 14 days’ notice in writing, which should be sent to the members of the Company entitled to receive such notice, provided however, a General Meeting may be called after giving shorter notice if consent is accorded, in case of Annual General Meeting by all the members entitled to vote thereat and in case of any other meeting, by members of the Company holding not less than 95% of such part of the paid-up share capital of the Company as gives right to vote at the meeting. Accidental omission to give notice to or the non-receipt of such notice by any member shall not invalidate the proceeding held at any General Meeting.

22. Extra Ordinary General Meeting

- (i) All General Meetings other than the Annual General Meetings shall be called Extra- Ordinary General Meetings.
- (ii) The Board of Directors may, whenever it thinks fit, call an Extra Ordinary General Meeting.

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- (iii) If at any time Directors capable of acting who are sufficient in number to form a quorum are not within India, any Director or two members of the Company may call an Extra Ordinary General Meeting in the same manner as nearly as possible as that in which such a meeting may be called by the Board of Directors.

23. **Chairman/Chairperson**

The Chairman/Chairperson, if any, of the Board of Directors shall preside as Chairman/Chairperson at every General Meeting of the Company, including Annual General Meetings.

If there is no such Chairperson, or if he is unwilling to act as chairperson of the meeting, the directors present shall elect one of their members to be Chairperson of the meeting.

24. **Proceeding/Quorum at the General Meetings**

No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business. The quorum for a general meeting shall be as provided in the Act. Presence of the representative of the Governor of Jharkhand in person shall be mandatory to establish the quorum for a general meeting.

VOTES OF MEMBERS

25. Voting rights of the members shall be:

- (i) On a show of hands, every member holding equity shares and present in person shall have one vote.
- (ii) On a poll, voting rights of members shall be, in proportion to their holding of shares in the paid-up equity capital of the Company.

26. In case of joint-holders, the vote of the senior who renders a vote, whether in person or by proxy shall be accepted to the exclusion of the vote of the other joint holders. For this purpose, seniority shall be determined by the order in which the names stand in the Register of Members.

27. No member shall be entitled to vote at any General Meeting unless all calls or other sums presently payable by him in respect of shares in the Company have been paid.

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PROXIES

28. **Restriction to vote/ Proxy to vote on Poll**

Any member entitled to attend and vote at a meeting of the Company shall be entitled to appoint another person as his/her proxy to attend and vote in his/her stead. Proxy so appointed need not be a member of the Company and a proxy so appointed shall have a right to speak at the Meeting.

DIRECTORS

29. **Number of Directors**

The number of Directors of the Company shall not be less than three.

30. **First Directors**

(i) The following in ex – officio capacity hereinafter named shall be the first directors of the Company:

- (a) Additional Chief Secretary/Principal Secretary/Secretary, Department of Higher and Technical Education: **Chairman**
- (b) Special Secretary/Joint Secretary, Department of Finance
- (c) Joint Secretary, Department of Planning and Development
- (d) Director, Higher Education, Department of Higher and Technical Education - Executive Director, JSFDA
- (e) Director, Technical Education, Department of Higher and Technical Education
- (f) Director, Sri Krishna Institute of Public Administration, Ranchi
- (g) Vice Chancellor, BIT Mesra, Ranchi
- (h) Director, Indian Institute of Management (IIM), Ranchi

(ii) **Other Directors**

- (a) Vice Chancellor from any one State Public University of Jharkhand nominated by the Board of Directors on rotation basis for 1 year.
- (b) Vice Chancellor from one Private University of Jharkhand nominated by the Board of Directors on rotation basis for 1 year.
- (c) One Eminent Educationist nominated by the Board of Directors of the Company.
- (d) One Representative from Industry nominated by Board of Directors of

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the Company.

- (iii) The eligibility, terms & conditions and others in respect of point 1 and 4 (other Directors) of clause 30 shall be decided by the Board of Directors.

31. **Additional Director**

The Board of Directors shall have the power at any time and from time to time to appoint any person as an Additional Director on the Board of the Company.

32. **Remuneration to Director**

If a Director, being willing, shall be called upon to perform extra services, or to make any special exertions for any of the purposes of the Company, the Company may remunerate him by monthly payment or by a fixed sum or otherwise and such remuneration may be either in addition to or in substitution for his share in remuneration provided for a Director and also pay him any costs for traveling and other incidental charges as the Company may think fit.

33. **Meeting of Directors**

At least once in every three months or earlier as may be deemed necessary, the Directors shall meet together for dispatch of business, adjourn and otherwise regulate their meetings and proceedings as they think fit.

34. **Chairman/Chairperson**

All Board meetings shall be chaired by the Chairman/Chairperson. Additional Chief Secretary/Principal Secretary/Secretary, Department of Higher and Technical Education, one of the first directors of the Company shall be the Chairman/Chairperson of the Board of Directors.

35. **Quorum**

The quorum for a meeting of the Board of Directors of the Company shall be one third of its total strength or three directors whichever is higher. Presence of the Chairman of the Board of the Company in person shall be mandatory to establish the quorum for a Board Meeting.

36. **Casting vote**

The Chairman of the Board of Directors or of any meeting shall have a casting vote in case of a tie in any meeting.

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37. **Committee of Directors**

The Board of Directors may delegate any of their powers to such committee and the committee shall in the exercise of the power so delegated conform to any regulation that may from time to time be imposed on them by the Board of Directors subject to the provisions of the Act.

38. **Powers of Board**

Subject to provisions of the Act, the Board of Directors of the Company shall be entitled to exercise such powers and do such acts and things as the Company is authorized to exercise and do, provided that the Board of Directors shall not exercise any power or do any act or thing which is directed or required, whether by the Act, or any other law for the time being in force or by the Memorandum or Articles of Association of the Company or otherwise to be exercised or done by the Company in General Meeting.

Provided further that in exercising any such power or doing any such act or thing, the Board of Directors shall observe the provisions contained in that behalf in the Act, or any other law for the time being in force or in the Memorandum and Articles of Association of the Company or in any regulations not inconsistent therewith and duly made there under including regulations made by the Company in General Meeting provided however, that no regulation made by the Company in General Meeting shall invalidate any prior act of the Directors which would have been valid if that regulation had not been made.

The Board of Directors shall, subject to the provisions under Companies Act, 2013 exercise the following powers:

- (i) To pay the costs, charges and expenses preliminary and incidental to promotion, establishment and registration of the Company as well as registration under other statutes;
- (ii) To take on lease, purchase or otherwise acquire for the Company, any property, rights or privileges which the Company is authorised to acquire at such price and generally in such terms and conditions as the Company may think fit;
- (iii) To appoint any person or persons to hold in trust for the Company any property belonging to the Company or in which it is interested or for any other purposes, and execute and do all such instruments and things as may be requisite in relation to any such trust;

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- (iv) To sell, let, exchange or otherwise dispose of absolutely or unconditionally all or any part of the property, privileges and undertakings of the Company upon such terms and conditions and for such consideration as he may think fit;
- (v) To buy or procure the supply of all plant, machinery, materials, stores, fuel, implements and other movable property required for the purpose of the Company;
- (vi) To sell and dispose of all articles and goods manufactured or dealt in by the Company;
- (vii) To engage, fix, and pay the remuneration, grant promotion, increment transfer and dismiss or discharge all managers and engineers, secretaries, clerks, servants, workmen and other persons, employed or to be employed in connection with the Company's business;
- (viii) To give on lease, hire, and hire purchase machinery and other equipment;
- (ix) To make and give receipts, releases and other discharge for money payable to the Company and for the claims and demands of the Company;
- (x) To compound and allow time for the payment or satisfaction of any debts due to or by the Company and any claim and demands by or against the Company for arbitration and observe the awards;
- (xi) For and on behalf of the Company open Bank accounts, as shall be necessary for carrying on the affairs of the Company; All cheques, Bills of Exchange, Promissory Notes and other Negotiable Instruments or other instruments of similar nature relating to the operations and transactions of the Company, shall be signed by any one or more of the Directors/Officers, as may be decided by the Board of Directors but the authority so conferred may be revoked at any time by the Board of Directors.
- (xii) To institute, prosecute, defend, compromise withdraw or abandon any legal proceedings by or against the Company or its officers or otherwise concerning the affairs of the Company;
- (xiii) To invest and deal with any of the moneys of the Company, not immediately required for the purpose thereof upon such securities or investments and in such manner as he may think fit and from time to time to vary or realise such securities and investments;

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- (xiv) To enter into such negotiations and contracts and execute and do all such acts, deeds and things in the name and on behalf of the Company as he considers expedient for or in relation to any of the matters aforesaid or otherwise for the purposes of the Company;
- (xv) To pay for any property or rights acquired by or service rendered to the Company or the premium payable in respect of any leases taken by the Company either wholly or partially in cash or in shares, bonds, debentures or other securities of the Company and any such shares to be issued either as fully paid up, or with such amount credited as paid thereon, as may be agreed upon.
- (xvi) The Board of Directors may from time to time, by power of attorney under the Company's Seal, appoint any person/s to be attorney of the Company for any purpose.
- (xvii) The Board of Directors may invest and deal with any moneys of the Company not immediately required, upon such securities and in such manner as they may think fit.
- (xviii) The Board of Directors or the Managing Director/Whole Time Director/Executive Director/Director-in-charge, if so authorized by the Board of Directors, may refer any matter relating to the transactions of the Company to arbitration and the decision of the Arbitrator(s), if accepted by the Board of Directors would be binding on the Company.
- (xix) The Board of Directors, may from time to time, raise or borrow any sums of money for and on behalf of the Company from the members or other persons, companies or banks or they may themselves advance money to the Company on such terms and conditions, as may be approved by the Board of Directors.
- (xx) Appointment, Transfer, Promotion, Termination, Cessation or others of any officers, managers, staffs or any other personnel of the Company subject to provisions of the Act, Rules & Regulations of the Company.
- (xxi) The Board of Directors may from time to time secure the payment of such money in such manner and upon such terms and conditions as it may think fit and in particular by the issue of Debenture or Bonds of the Company, by mortgage or charge of all or any part of the property.

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- (xxii) The Board may exercise all such powers and do all such acts and things incidental to the functions and operations of the Company subject to provisions of the Act, Rules & Regulations of the Company and others.
- (xxiii) The Board of Directors may delegate all or any of their powers to Board level committee, Executive Director, Managers, or any other officers subject to the provisions of the Act.

**EXECUTIVE DIRECTOR, GENERAL MANAGER, COMPANY SECRETARY
OR CHIEF FINANCIAL OFFICER**

39. An Executive Director of the Company shall be Director, Higher Education, Department of Higher and Technical Education in ex – officio capacity. Subject to the provisions of the Act, General Manager, Company Secretary or Chief Financial Officer may be appointed by the Board for such term, at such, at such remuneration and upon such conditions as it may think fit; and any manager, company secretary or chief financial officer so appointed may be removed by means of a resolution of the Board. A person, having requisite qualification and/or expertise may be appointed as general manager, company secretary or chief financial officer.

ACCOUNTS & AUDIT

40. The Board of Directors shall cause to maintain proper books of accounts with respect to:
- (i) All sums of money received and expended by the Company and the matters in respect of which the receipt and expenditure takes place.
 - (ii) All sales and purchases of goods by the Company.
 - (iii) The assets and liabilities of the Company

41. Place where Books of Accounts to be kept

The books of accounts shall be kept at the Registered Office of the Company or at such place in India as the Board of Directors shall think fit.

42. Inspection

The books of accounts shall be open to inspection by any Director during the business hours and entries thereof shall be checked and verified at least once in every year by one or more or all Directors.

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43. Statutory Auditors

The first auditors of the Company shall be appointed, and the remuneration shall be fixed by the Board of Directors and thereafter the Auditors shall be appointed at each Annual General Meeting.

MINUTES/PROCEEDINGS

44. Minutes of Meeting

- (i) The minutes of all proceeding of every General Meeting or the Board of Directors or committee of the Board of Directors shall be kept by making entries in the minute books within thirty days of conclusion of the meeting.
- (ii) The pages of the minute book shall be consecutively numbered. Each page of the minute books shall be initialed or signed and the last page of the record of proceedings shall be dated and signed.
- (iii) In case of a meeting of the Board of Directors or committee of Board of Directors, by the Chairman of the said meeting or the next succeeding meeting, and
- (iv) In case of General Meeting, by the Chairman of the same meeting within aforesaid 30 days or in the event of death of or inability of the Chairman, by a Director duly authorized by the Board of Directors.
- (v) The minutes shall not be pasted or otherwise attached to the minute books.
- (vi) All appointments of officers made at any of the meetings shall be included in the minutes of the meetings.
- (vii) In case of a meeting of the Board of Directors or a committee of Board of Directors, the minutes shall also contain:
 - (a) The names of the Directors present at the meeting, and
 - (b) In case of each resolution passed at the meeting, the names of Directors, if any dissenting from or not concurring in the resolution.
- (viii) The minutes of each meeting shall contain a fair and correct summary of the proceeding thereat, provided that no matter need be included in any such minutes which the Chairman of the meeting is having the option and:
 - (a) Is, or could reasonably be regarded as defamatory of any person or
 - (b) Is irrelevant or immaterial to the proceedings or
 - (c) Is detrimental to the interests of the Company.

Handwritten signatures:
1. *Handwritten signature*
2. *Handwritten signature*
3. *Handwritten signature*

THE SEAL

45. The Board of Directors shall provide a Seal for the Company and for safe custody thereof. The Seal of the Company shall not be affixed to any instrument except by authority of a resolution of the Board of Directors and except in the presence of one Director & Secretary or two Directors and the said Directors/Secretary, shall sign every instrument to which the Seal of the Company is so affixed in his presence.

INDEMNITY

46. Every director, manager, auditor, secretary, officer, employee or agent of the Company for the time being shall be indemnified by the Company against any costs, losses, damages and expenses which incur by reason of any contract entered into or act done by him such persons or in any way in the discharge of his duties or liability incurred by him in defending any proceedings whether civil or criminal in which judgement is given in his favour.

WINDING UP

47. Subject to the provisions of Chapter XX of the Act and rules made thereunder-
If upon a winding up or dissolution of the company, there remains, after the satisfaction of all the debts and liabilities, any asset whatsoever, the same shall not be distributed amongst the members of the company but shall be given or transferred to such other company having objects similar to the objects of this company, subject to such conditions as the Tribunal may impose, or may be sold and proceeds thereof credited to Insolvency and Bankruptcy Fund formed under section 224 of the Insolvency and Bankruptcy Code, 2016.

SECRECY

48. Directors, officers etc. to maintain secrecy
Every Director, Manager, Trustee for the Company, Member or Debenture holders, Member of Committee, officer, servant, agent, accountant or other person employed in or about the business of the Company shall, if so required by the Board of Directors before entering upon his duties, sign a declaration pledging all transactions of the Company with his customers and state of accounts with individuals and in matters relating thereto, and shall subject to such declaration, pledge himself not to reveal any of the matters which may come to his knowledge in the discharge of his duties except when required so to do by the Board of Directors or by a Court of law and except so far as may be necessary in order to comply with any of the provisions contained in these

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Articles.

We, the several persons whose names, addresses, descriptions, and occupations are hereunto subscribed are desirous of being formed into a company not for profit, in pursuance of this Article of Association.

Sl. No.	Names, addresses, descriptions, and occupations of subscribers	No. of shares taken by each subscriber	Signature of Subscriber	Recent photograph of subscribers	Signature, names and addresses, descriptions, and occupations of witnesses
1.	Governor of Jharkhand, Through ACS/Principal Secretary/ Secretary, DHTE	9990			
2.	ACS/Principal Secretary/ Secretary, Department of Finance	1			
3.	ACS/Principal Secretary/ Secretary, Department of Higher and Technical Education	1			
4.	VC, Ranchi University	1			
5.	VC, Kolhan University	1			
6.	VC, Vinoba Bhave University	1			
7.	VC, Nilamber Pitamber University	1			
8.	VC, Binod Bihari Mahato Kolyanchal University	1			
9.	VC, Dr. Shyama Prasad Mukherjee University	1			
10.	VC, Jamshedpur Women's University	1			
11.	VC, Jharkhand University of Technology	1			

Dated thisat Ranchi

Banwala

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JHARKHAND STATE FACULTY DEVELOPMENT ACADEMY					
ESTIMATED REVENUE AND EXPENDITURE STATEMENT OF JSFDA					
(Amount in Rupees)					
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Estimated Revenue					
Grants	6,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000	4,00,00,000
Revenue from Activity	15,58,24,186	16,67,31,879	17,84,03,110	19,08,91,328	20,42,53,721
Other income including donations					
Total (A)	21,58,24,186	20,67,31,879	21,84,03,110	23,08,91,328	24,42,53,721
Estimated Expenditure					
Employee Benefits (Remuneration)	1,67,85,600	1,76,24,880	1,85,06,124	1,94,31,430	2,04,03,002
Activity Expenditure	14,56,30,080	15,58,24,186	16,67,31,879	17,84,03,110	19,08,91,328
Office Expenses	42,00,000	46,20,000	50,82,000	55,90,200	61,49,220
Statutory and Institutional Expenses	7,00,000	2,20,000	2,42,000	2,66,200	2,92,820
Overhead Expenses	1,20,42,407	1,28,53,135	1,37,64,470	1,47,40,761	1,57,86,670
Depreciation	49,00,000	39,20,000	31,36,000	25,08,800	20,07,040
Miscellaneous Expenses	65,66,099	66,69,678	74,40,637	79,50,827	82,23,641
Total (B)	19,08,24,186	20,17,31,879	21,49,03,110	22,88,91,328	24,37,53,721
Estimated Surplus(+)/Deficit(-) (A-B)	2,50,00,000	50,00,000	35,00,000	20,00,000	20,00,000
(C) Capital Expenditure	2,50,00,000	50,00,000	35,00,000	20,00,000	20,00,000
Estimated Surplus(+)/Deficit(-) (A-B-C)	0	0	0	0	0

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