



3.7.2. Number of functional MoUs with institutions/industries in India and abroad for internship, on-the-job training, project work, student / faculty exchange and collaborative research during the last five years.

Additional Information
Ordinance No. 15
for MoU

ORDINANCE - 15

MEMORANDUM OF UNDERSTANDING (MoU) WITH NATIONAL/INTERNATIONAL PUBLIC/PRIVATE ORGANIZATIONS

1. Preamble:

With a view of sharing a common desire to explore, extend and strengthen the functional relationship between the Universities and National laboratories, Industrial houses, well established R & D set up(s) in order to share the facilities and expertise available with each of them, the educational Institutions may enter in to MoU on following broad understanding:

In general, there are three broad levels of cooperation with other Higher Education Institutions which may be supported and formalised through:

2.1. Letters of Cooperation or Agreement

2.2. Memorandum of Understanding

2.3. Strategic Alliances

2.1. Letters of Cooperation or Agreement

2.1.1. Letters of Cooperation or Letters of Agreement may be worked out between Schools/Faculties of the same University/Institution and those in other institutions. It may be defined as:

"An agreement between two or more Departments/Institutions/Industries/ parties on a specific area or narrow set of areas that do not constitute a legally binding document but instead can recognize that cooperating would be mutual benefit and would serve as an indication of continued interest in joint projects"

2.1.2. These Letters of Cooperation should be agreed by the rules set within the Universities/ Departments/Organizations. Letters of Cooperation are often signed in advance of an M.O.U. as a means of agreement on general cooperation.

2.2. Memorandum of Understanding

2.2.1. A Memorandum of Understanding (MOU) is an overall facilitating document linking the University/or any Educational organization or one of its designated units with another institution(s)/Industries.

2.2.2. An MOU is between the University and the other body on behalf of a School, Faculty or Centre. Recognizing that MOUs are intended to facilitate future cooperation, it is important to



address potential obstacles at the time the MOU is being developed. A "Memorandum of Understanding" or MOU can be defined as:

"A legal document describing an agreement between parties----- it expresses a convergence of will between the parties, indicating an intended common line of action, but which can have a direct effect on the University including that of a legal commitment. It is more formal alternative to other mechanisms such as "Letter of consent" or "Letter of Cooperation"

2.2.3. An MoU may be signed between the collaborating Universities/institutions/ organisations for a period as may be agreed to, spelling out the modalities of the collaboration/association on the types of activities.

2.2.4. Due Diligence for an MOU:

2.2.4.1. Due Diligence is the process by which the organisation that the University/Organization is proposing to work with is deemed to be a valid, suitable and timely partner. Where an organisation approaches the University/Educational organization with the intention of presenting joint programmes, a faculty member designated by the University will take responsibility for liaising with the institution, and will act as the 'proposer' for the partner, and must supply information with any MOU proposal.

2.2.4.2. The following issues should be covered clearly in the MOU process:

- Highlight the institutional background of the partner(s) e.g. date established, location of main branch (and other branches, if relevant), profit or non-profit, public or private, accreditation body, disciplines, level of qualifications offered, ranking (if appropriate), other partners (if known), recognition by a professional or statutory accrediting agency.
- Identify the type of linkage being proposed, objectives, resource implications, and fit with the University/Educational Organization's strategic objectives.
- Outline the synergy between the proposed agreement and the Faculty/School/Centre/Unit's mandate and direction.

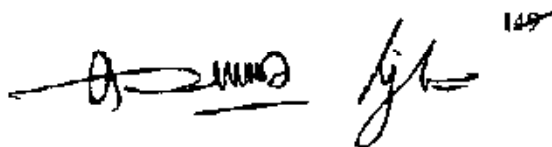
2.3. Strategic Alliances

A University may enter into a strategic alliances with National and international partner Organizations.

2.3.1. The most in-depth agreement with another Higher Education Institution is the 'Strategic Alliance'. Strategic alliances can be defined as:

"A mutually beneficial long-term formal relationship formed between two or more parties to pursue a set of agreed upon goals or to meet a critical organizational need while remaining


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independent organizations. It is a synergistic arrangement whereby two or more organizations agree to cooperate in the carrying out of a business activity where each brings different strengths and capabilities to the arrangement"

2.3.2. Strategic alliances are the highest value relationships a University/Educational Organization can have with other institutions. They usually involve agreed developments in a number of areas. Strategic alliance partners must have a 'strategic fit' with the university. Having commitment and buy-in from the senior management of the partner institution is also vital.

2.3.3. International partnerships are solely based around a broad strategic fit with university strategy in potentially the following areas:

2.3.3.1. Research collaboration & pursuing funding opportunities

2.3.3.2. Academic collaboration in Learning Innovation

2.3.3.3. Targeting of students in graduation, post-graduation or postdoctoral recruitment

2.3.3.4. Joint ventures such as Public-Private partnerships

2.3.3.5. Other elements such as student, staff swaps, guest speakers, networking

3. Any understanding / collaboration with International Organisation should meet the criteria laid down by University Grants Commission, New Delhi from time to time.

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