TERI School of Advanced Studies (Deemed to be University)

10, INSTITUTIONAL AREA, VASANT KUNJ, NEW DELHI

MINUTES

53rd MEETING OF EXECUTIVE COUNCIL

Meeting No.: 53 (Fifty Third)

Date : 31 July 2025
Venue : Conference Room, TERI School of Advanced Studies
Time : 10.30 AM

TERI School of Advanced Studies (Deemed to be University)

AGENDA FOR THE 53rd MEETING OF THE EXECUTIVE COUNCIL 31 July 2025 (10.30 AM Onwards)

ITEMS AT A GLANCE

Item No. Particulars

Item No.53.1: Welcome and opening remarks by the Vice Chancellor

Confirmation of Minutes

Item No. 53.2: To confirm the minutes of the 52nd Meeting of the Executive Council held on 27 February 2025

Action Taken Report

Item No. 53.3: Action Taken Report on the minutes of 52nd Executive Council

Agenda items for Information

Item No. 53.4: Matters of information

53.4.1 MoU(s) concluded
53.4.2 Commencement of Academic Year 2025 - 26
53.4.3 Resignation of faculty member
53.4.4 Promotion of faculty members under CAS
53.4.5 Appointment and resignation of Professor of Practice
53.4.6 Introduction and commencement of B.Sc./ Integrated M.Sc. (Energy and Computer Applications) by the Department of Sustainable Engineering
53.4.7 Work from home
53.4.8 Creation of additional infrastructure and laboratories

Agenda items for Consideration

Item No. 53.5. Agenda Items

53.5.1 To consider and approve Endowment Fund Raising Strategy.
53.5.2 To consider and approve revising the Consultancy Policy at TERI School of Advanced Studies.
53.5.3 To consider and approve 20% reduction in Tuition Fee for Bachelor of Business Administration Programme.
53.5.4 To consider and approve Programme Fee structure for B.Sc. & Integrated M.Sc. in Energy and Computer Applications.
53.5.5 To consider and approve the Scholarship for students of Undergraduate and Postgraduate programmes.
53.5.6 To consider and approve the Cash Flow Budgeted Estimates for the Financial Year 2025-26.

Item No.53.6: Any other item with the permission of the Chair

TERI School of Advanced Studies (Deemed to be University)

MINUTES FOR THE 53rd MEETING OF THE EXECUTIVE COUNCIL ON 31 July 2025 (10.30 AM ONWARDS)

DETAILED AGENDA ITEMS

The Fifty Third meeting of the Executive Council was held on 31 July 2025 at 10.30 hours. The following were present:-

PRESENT:

Professor Suman Kumar Dhar, Vice Chancellor
Dr Narender K Taneja
Dr Nithya Nanda
Dr Dipankar Saharia
Dr Swati Basu (Online mode)
Professor Chander Kumar Singh
Professor Sukanya Das
Professor Naqui Anwer
Dr Gopal Sarangi
Dr Chandan Kumar
Col B Venkat, Registrar

Dr O P Agarwal, Professor Basabi Bhaumik and Dr Manish K Shrivastava could not join the meeting, with prior intimation

Item No 53.1: Welcome and opening remarks by the Vice Chancellor

Professor Suman Kumar Dhar welcomed all members to the meeting and thanked them for taking the time to join the meeting. He extended a warm welcome to the newly nominated member, Dr. Chandan Kumar on his induction into the Executive Council and at the same time thanked Dr Swarup Dutta for his contribution.

Confirmation of Minutes

Item No. 53.2: To confirm the minutes of the 52nd Meeting of the Executive Council held on 27 February 2025

The minutes of the 52nd meeting of the Executive Council held on 27 February 2025 were circulated to the members of the Council and no comments were received. The Council may, consider confirming the minutes.

As no comments were received on the minutes circulated of the last meeting, the Executive Council approved the minutes of the 52nd Meeting of the Executive Council.

Action Taken Report on the 51 Executive Council Meeting

Item No.53.3: Action Taken Report on the 52nd Executive Council Meeting

Sr.No.	Agenda	Action taken
Item No. 52.5.1	**52.5.1 To consider and approve award of Degrees and other academic titles in the 17th Convocation ceremony scheduled for the 05 March 2025.** 17th Convocation ceremony of TERI School of Advanced Studies has been scheduled for the 05 March 2025. A total of 271 students across various disciplines and the programs are eligible for the grant of degrees/titles. The list of students declared qualified vide the processes laid down by Academic Council are as per following details. (i) Doctoral - 17 (ii) Masters - 254 Ms Jhalak Johri, M.Sc. Biotechnology, 2022 – 24 batch is the university topper with CGPA of 9.72	**Action on the agenda item has since been completed.**
Item No. 52.5.2	**52.5.2 To consider and approve Policy on work from home.** TERI School of Advanced Studies has a policy of following types of leaves entitled to a regular employee - (a) Casual Leave (b) Earned Leave (c) Maternity / Paternity Leave (d) Sabbatical Leave (e) Leave without Pay (LWP) (f) LTC No provision exists for medical leave and also for any kind of Work from Home at TERI School of Advanced Studies at present. It is proposed to have the following policy formulated on the same (applicable to all regular employees of TERI School of Advanced Studies):- (a) In case of medical emergency / emergencies beyond the control of a regular employee warranting absence from office, work from home may be granted subject to recommendation by the reporting officer.	**Action on the agenda item has since been completed.**

<table>
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<td></td>
<td>(b) Provision of work from home shall be justified by the necessity of the employee on the defined work for the period proposed and its subsequent certification by the reporting officer.
(c) Work from home shall entail a deduction of 50% of earned leave (if accrued or else this shall be considered as LWP) for absence for initial 2 months and subsequent deduction of 80% earned leave for further absence.
(d) All approvals for work from home shall be accorded by the competent authority.

The Executive Council approved the policy placed.</td>
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<td>Item No. 52.5.3</td>
<td>52.5.3 Consideration of CAS in respect of faculty members.

Following faculty was considered eligible post scrutiny for CAS promotion. He shall be now considered in the selection cum screening committee:-

<table>
<tr><td>Ser No</td><td>Name</td><td>Present level</td><td>Applied and found eligible for</td></tr>
<tr><td>1</td><td>Dr. Shantanu De Roy</td><td>Assistant Prof. Level 12</td><td>Associate Prof. Level 13A</td></tr>
</table>

Dr. Shantanu De Roy was recruited directly at level 12 and has been found eligible for level 13A as per the provisions existing in UGC.
However, for the purposes of seniority fixation, date of completion of eight years of service at TERI School of Advanced Studies shall be considered.

The Executive Council approved the point.</td>
<td>Action on the agenda item has since been completed.</td>
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<td>Item No.52.6.1</td>
<td>52.6.1 Fee structure for the newly introduced and existing UG, PG and Doctoral programmes for the Academic Batch 2025

Fee structure for the newly introduced and existing UG, PG and Doctoral programmes for the Academic Batch 2025 was discussed and deliberated in the finance committee meeting.</td>
<td>Action on the agenda item has since been completed.</td>
</tr>
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	With no changes proposed in the Masters' program, revised fee structure in the UG / Integrated programs and newly introduced programs was finalised.	
Item No.52.6.2	**52.6.2 To introduce Non-NET Fellowships for Doctoral (PhD) students** To encourage research and attract talented scholars at TERI School of Advanced Studies for pursuing PhD, TERI School of Advanced Studies proposes to introduce Non-NET fellowships for Doctoral (PhD) students titled as "Chancellor's Fellowship". The proposed structure for providing Non-NET fellowships to the Doctoral (PhD) students was approved in the finance committee meeting.	**The Non-NET Fellowship (Chancellor's Fellowship) is under implementation from the current academic year as proposed.**
Item No.52.6.3	**52.6.3 To introduce Scholarship for students undergoing UG / PG programmes** As a means to attract talented students and also ensure academic excellence, scholarships for students undergoing UG / PG programmes was discussed along with the modalities in the finance committee meeting. It was proposed to have the same introduced from the academic session commencing August 2025.	**The scholarship with revised consideration is placed as an agenda.**
Item No.52.6.4	**52.6.4 To approve the Audited Annual Accounts for the Financial Year 2023-24** The Audited Annual Accounts along with the Auditor's report for the Financial Year 2023-24 was presented to the Finance committee.	**Action on the agenda item has since been completed.**
Item No.52.6.5	**52.6.5 Offering of SMP (CSR & SD)** SMP (CSR & SD) as an executive training program was successfully conducted at TERI School of Advanced Studies from July 2024 to Dec 2024 following due diligence and administrative approvals. A total of 71 middle and senior level executives from more than 25 industries participated. Considering the success and participation in the pilot executive training program, it is proposed to offer second and subsequent SMP (CSR & SD) training programs. VC Now played an important part in the success of the program and it is proposed to continue collaborating with VC Now for the said executive training programs with revised	**Details are in the agenda for subsequent SMP II (CSR & SD)**

	revenue sharing model. Recommendations of the committee constituted for this purpose is attached.	
Item No.52.6.6	**52.6.6 Placement at Level 13 with Rationalised entry pay as per 7th CPC in respect of Group A officers at TERI School of Advanced Studies** UGC guidelines towards rationalisation of Group A officers was adopted at TERI School of Advanced Studies vide the EC resolution in the 51st EC. Following the procedure, the duly constituted committee post interaction with the Group A officers mentioned below found them FIT to be put at Level 13 with rationalised entry pay of Rs 1,18,500/- as per 7th CPC pay matrix and accordingly pay in their respect shall be fixed at the appropriate cell in the Pay Matrix with the guidelines issued by the Ministry of Finance. (a) Sh. Kamal Sharma, (Academic Administration) (b) Sh. Dhanraj Singh (Finance)	**Action on the agenda item has since been completed.**

Agenda items for Information / Ratification

Item No. 53.4 Matters of information / Ratification

53.4.1 MoU(s) concluded

(a) Between OTH Regensburg, Germany and TERI School of Advanced Studies concluded on 24 June 2025.

TERI School of Advanced Studies signed a MoU with OTH Regensburg, Germany on 24 June 2025. Areas of cooperation agreed were on reciprocal exchange of students, educational and scientific cooperation and joint activities.

(b) Renewal of DSIR SIRO recognition

Department of Scientific and Industrial Research (DSIR) had accepted our application for renewal of recognition as a Scientific and Industrial Research Organisation (SIRO) for a further period of three years commencing from 01 April 2025 which would enable us to avail custom duty exemption on purchase of equipment, instruments, consumables, etc. for research purposes.

The Executive Council noted the details of MoU signed.

53.4.2 Commencement of Academic Session 2025-26

The commencement of academic session 2025-26 and admission status are as follows:-

Ser No	Program	Date of commencement	Strength (as on 22 July 2025)
1	Under Graduate / Integrated (3rd & 5th semester) & Masters Program (3rd semester)	04 August 2025	65 + 20 + 408
2	Masters Program (1st semester)	11 August 2025	418
3	Under Graduate / Integrated (1st semester)	18 August 2025	

The Executive Council noted the details.

53.4.3 Resignation of faculty: The following faculty member has resigned/left from his post with the approval of the Vice Chancellor:-

Ser No	Designation	Name	Department	With effect from
1	Assistant Professor	Dr. Anand Madhukar	Dept. of Natural and Applied Sciences	30 June 2025

The Executive Council noted the same.

53.4.4 Promotion of faculty under CAS.

Following faculty members were considered eligible and promoted to the next level post scrutiny for CAS promotion by the selection cum screening committee:-

Sr No	Name	Department	Designation and level	With effect from
1	Dr. Shantanu De Roy	Dept. of Policy and Management Studies	Associate Professor Level 13A	01 July 2024
2	Dr Swarup Dutta	Dept. of Policy and Management Studies	Associate Professor Level 13A	16 November 2024
3.	Dr Chaithanya Madhurantakam	Dept. of Biotechnology	Professor, Level 14	10 November 2023

Professor Dhar informed the Council that the Career Advancement Scheme for faculty, which had been pending for the past couple of years, has now been reinitiated.

The Executive Council noted the matter and appreciated the attempts by the University towards capacity building.

53.4.5 Appointment and resignation of Professor of Practice

Dr Swapan Sahoo has been appointed as Professor of Practice in the Department of Natural and Applied Sciences from 10 April 2025. Brief profile of Dr Swapan Sahoo is placed as **Enclosure 1**.

Dr Neeraj Sharma was appointed as Professor of Practice on 29 May 2023 in the Department of Policy and Management Studies. After a two

year period Dr Neeraj Sharma has relinquished from his position as Professor of Practice. TERI School of Advanced Studies acknowledges his contribution during his term as Professor of Practice. TERI SAS appreciates the contribution of Dr Neeraj Sharma.

The Executive Council noted the details.

53.4.6 Introduction and commencement of B.Sc./Integrated M.Sc. (Energy and Computer Applications) by the Department of Sustainable Engineering

Department of Sustainable Engineering with due approvals of the Academic council has offered B.Sc./Integrated M.Sc. (Energy and Computer Applications) from the academic session 2025-26 onwards. The programme structure and outline have been approved by the Academic Council in its meeting held on 16 July 2025.

The Executive Council noted the details provided.

53.4.7 Work from home

Subsequent to the 52nd Executive Council Meeting's approval of the work from home policy for regular employees of TERI School of Advanced Studies. Following staff were accorded work from home after proper verification of documents:-

1. Ms. Sonika Goyal, Public Relations Officer
2. Dr. Moumita Mandal, Assistant Professor

The Executive Council members were informed that the work from home arrangement had been approved in the previous EC meeting. Consequently, with due approvals, the two cases as mentioned above were granted work from home to ensure continuity of work commitments.

53.4.8 Creation of additional infrastructure and laboratories

TERI School of Advanced Studies keeping in pace with the NEP 2020 and changing academic dynamics, has launched various UG / Integrated programmes over the last 3 years. Towards these multiple new infrastructures to include classrooms and additional rooms in the girls' hostel have been created. In addition to support the academic rigour, laboratories providing real time experimentation and support have also been created. **Enclosure 2 refers.**

The Executive Council noted the matter and complimented the University towards the same.

Agenda Items for Consideration

Item No. 53.5 Agenda items

53.5.1 To consider and approve Endowment Fund Raising Strategy

To strengthen the research and academic rigour at TERI School of Advanced Studies applicable at UG/PG/Doctoral levels, there is a continuous requirement of innovative ideas/thought processes and

subsequent implementation. Accordingly, a committee towards generation of endowment fund at the university level was composed. The Committee has recommended various means and measures as also opportunities to generate endowment fund alongwith a draft policy on generation and its subsequent utilization. **Enclosure 3 refers.**

The Executive Council members were briefed about the background and need for this initiative and the recommendations the committee were tabled before the Council. The Executive Council appreciated the initiative and approved the Strategy document.

53.5.2 To consider and approve revising the Consultancy Policy at TERI School of Advanced Studies

As per the current policy, 52 working days are allowed for the faculty members of TERI School of Advanced Studies to be engaged in consultancy work. However, calculation of 52 days equivalent work load for consultancy is a challenge.

In light of the above, and with the primary engagement of a faculty member as teaching and research, following amendment to the existing consultancy policy at TERI School of Advanced Studies (**Enclosure 4**) is proposed:-

For Para 1.4.5

The Net Surplus shall be shared in the ratio of 60:40 in favour of the Consultant/s (60%) on the one hand and TERI School of Advanced Studies (40%) on the other. The sharing of revenue shall apply to the non-restricted budget heads only.

Read

Maximum ceiling from the net surplus to a faculty member as a consultant for a calendar year using 60:40 ratio as above will be applicable as followed:

1. Assistant Professor - (Basic pay+DA) for 52 days
2. Associate Professor - (Basic pay+DA) for 52 days
3. Professor - (Basic pay+DA) for 52 days

The remaining balance shall go to the University development fund/corpus fund.

The Executive Council was apprised of the current practice regarding revenue sharing for consultancy projects undertaken by faculty members. The members were apprised regarding the revenue sharing policies followed by other educational institutions. After due deliberation, the Executive Council noted and approved the proposed revision to the maximum ceiling, as outlined in the Consultancy Policy.

It was also proposed to revisit the consultancy policy in its entirety, especially the matter pertaining to the number of days available for consultancy.

53.5.3 To consider and approve 20% reduction in Tuition Fee for Bachelor of Business Administration Programme.

Bachelor of Business Administration Programme since the last two years has not been able to attract students and thereby having limited number of students presently in 3rd and 5th semesters.

Amongst other reasons, high fee offered compared to surrounding competitive institutes was considered to be one of the reasons. Accordingly, it is proposed to provide 20% reduction in Tuition Fee to the BBA Programme students.

The statement of proposed Fee structure for BBA Programme is attached as **Enclosure 5.**

Mr. Dhanraj Singh presented the proposed fee structure for the BBA programme, which included a 20% reduction in tuition fees. The Executive Council members approved the fee reduction and suggested that students should be engaged in internships with industry and consultancy organizations from the first semester onward.

This approach would enhance their employability upon graduation and make the BBA programme at TERI School of Advanced Studies more attractive to prospective students.

The Council members also advised that TERI SAS should be cautious to reduce the tuition fees further in future. It will also be applicable for the students already admitted in BBA programme.

53.5.4 To consider and approve Programme Fee structure for B.Sc. & Integrated M.Sc. in Energy and Computer Applications.

The proposed Fee structure for B.Sc. & Integrated M.Sc. in Energy and Computer Applications programme is attached as **Enclosure 6.**

The proposed Fee structure was approved by the Members of the Fee Committee in 18th Fee Committee held on 20 June 2025.

Mr Dhanraj Singh presented the Programme Fee structure for B.Sc. and Integrated M.Sc. in Energy and Computer Applications. The Executive Council approved the proposed fee structure.

53.5.5 To consider and approve the Scholarship for students of Undergraduate and Postgraduate programmes.

Keeping into the consideration the specialized study being undertaken by TERI School of Advanced Studies more so in the niche areas of Sustainability, the number of students applying for programmes are limited and accordingly, to make the programmes more approachable and visible, it is proposed to introduce Fellowship / Scholarship for students of Undergraduate and Postgraduate programmes.

Two Scholarship be awarded to the meritorious student of each academic programme based on SGPA (after 1st semester) and CGPA (after 2nd semester).

(i) The scholarships in this model shall be applicable to

students of 1st and 2nd semester only.

(ii) The scholarships shall be only for one year (1st two semesters).

(ii) The distribution for waiver will be 20 % & 15 % of the tuition fee respectively per semester.

The proposed structure for providing the Scholarship to Undergraduate and Postgraduate students is attached as **Enclosure 7.**

It was informed to the members that the same shall be put into place from the forthcoming Academic Year 2025-26.
This shall not only reflect TERI School of Advanced Studies' resolution towards promoting brilliance in academics but also as a reporting item in NAAC.

The proposed scholarship for the UG/PG programmes was approved by the members.

53.5.6 To consider and approve the Cash Flow Budgeted Estimates for the Financial Year 2025-26.

The Cash Flow Budgeted Estimates for the Financial Year 2025-26 is attached as **Enclosure 8.**

Mr Dhanraj Singh presented the item wise detailed Cash Flow Budget estimate for the Financial Year 2025-2026.

The Executive Council noted and appreciated the efforts made to reduce the outstanding amount and clearing the dues of relinquished staff members. It was further discussed and agreed that priority should be given to the maintenance of the building infrastructure, creation of a corpus fund, and clearance of pending DA arrears for staff.

Dr Dipankar Saharia suggested that a compliance Dashboard be developed for TERI School of Advanced Studies as it would help the management to ensure that the regulatory compliances are fulfilled in time.

For this, Dr Dipankar Saharia proposed that TERI had developed the same and can be taken as a start point.

Item No. 53.6 Any other item with the permission of the Chair.

53.6.1 Action taken against a faculty member for not following proper process for engagement in an outside certificate program and wrongful representation of designation in social media (Details shall be available to the members during the meeting)

SMP (CSR & SD) was successfully conducted from July 2024 to December 2024 and the same was approved for follow-up with SMP II (CSR & SD).

The same got delayed due to multiple reasons and accordingly, a committee was constituted to oversee the same.

The committee recommended the delay in promotion as well as launching of SMP II (CSR & SD) to a parallel program (NDTV TERI

Certificate programme) with commonalities in subject matter and thereby cross cutting each other prospects amongst others.

Dr. Shruti Sharma Rana being the common face in both the programs was found participating in the above mentioned Certificate programme without following the due process in TERI School of Advanced Studies. The committee recommended punitive action against the faculty. Further Dr. Shruti Sharma Rana was found to be wrongfully portraying her present designation (Professor instead of Associate Professor) in the social media.

After careful deliberation of the committee's recommendation and other issues as described above, the competent authority in brief informed Dr. Shruti Sharma Rana not to take any new outside assignment (Extramural project (Govt. and non-Govt.)/consultancy/MDP programme, etc.) for the next one year. It may be extended further if any further violation is found on her behalf during this period. Further she should focus more on academics and research activities of the Department for the betterment of MBA/BBA programmes and overall growth of the University."

The Executive Council was briefed on the details of the case and the actions taken in accordance with the committee's report. The Council noted and approved the decision made in the matter.

53.6.2 Confirmation of Probation

Dr. Shruti Sharma Rana's probation period as Associate Professor (on direct recruitment) was from 05 July 2024 to 04 July 2025. However, during this period, Dr. Shruti Sharma Rana was held accountable on account of:

(a) Violation of University's norms and guidelines
(b) Wrongful portray of designation in social media

Accordingly, Dr. Shruti Sharma Rana was informed about certain penalties imposed on her for next one year.
Considering the above, the EC discussed whether probation period in respect of Dr. Shruti Sharma Rana be extended.

As reported in 53.6.1, the Executive Council noted that Dr Shruti Sharma Rana is currently under certain restrictions during her probation period as a penalty. As such, the Executive Council recommended that her probation period, may be extended for another three months. She may be confirmed subsequently if there is no further issue during this time and she fulfils all the criteria for probation completion.

Swapan Sahoo
Principal Geologist
Equinor US

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swas@equinor.com

Personal Statement

I am an exploration geoscientist with diverse geological systems and leadership capabilities. Integration and problem solving are a passion. My motivation is underpinned by a desire to continue to develop my technical and business skills to make the right decisions. In the world where 'net zero' and 'new energy demand' are important issues, I plan to continue to leverage my background in multi-disciplinary integrated geology and expand my experience by working on these questions to further strengthen my skills—both technically and intellectually.

Career History

Company: Equinor US
Dates: October, 2017 - Present

Position: Principal Geologist,
New Business Investments (NBI) in Technology, Digital and Innovation (TDI) (November, 2021—present).

- Subsurface Lead to Lithium and other mineral exploration. Understanding the source to sink—full value chain. Re-evaluating assets and also work closely with partners in the realm of energy transition.

Position: Principal Geologist, ***Secondment at KoBold Metals*** (June, 2020—November, 2021).

- Work closely with Sediment Hosted Copper Deposits in Zambia and other global basins. The focus is to find new deposits of copper (Cu), cobalt (Co) and nickel (Ni), metals used in electric car batteries—by collecting and analysing multiple streams of data. As an exploration geologist my main goal is to gain expertise in using artificial intelligence and machine learning to hunt for oil and gas.
- Workshops— Quarterly meetings to bring synergy in our core business and bridge the gap of knowledge between two energy companies.
- Equinor and KoBold needs—a key role to understand the needs for Kobold business and how Equinor can help as well as which part of KoBold business can help Equinor—business strategy, data engineering, enterprise usage, and many more.

Position: Principal Geologist, ***Petroleum Systems Analyst, Exploration Excellence*** (October, 2017—2022)

- Responsible individually, and working with others, for identifying and recommending progression of resources from access, through basin evaluation, prospect generation, and appraisal to development that adds value to Equinor.
- To address the above, review existing data and use Equinor best practices to assess resource volume uncertainty and estimate risk – w.r.t. hydrocarbon presence & type, reservoir temperature and quality.
- Document work as required by GCQ to support access, seismic, drilling and well data gathering recommendations, including sweet spots and CRS mapping, where appropriate.
- Grow capability by mentoring and network with petro-technical professionals and other disciplines to make consultation or provide support when necessary.

- Provide technical leadership in the Exploration Function for petroleum systems
- Support business decisions through assurance of sound technical descriptions.

Key Achievements:

- Delivered high quality PSA work/projects in US-GoM, Mexico, Angola & India.
- Exploring for Sweet Oil – Developed new methodology using bio-geo-chemistry and data analytics.
- Mentoring: mentored summer intern; – ad hoc technical discussions. Equinor fellow PhD advising.
- Liquinor (EIP and beyond) – Contributing to low-Carbon and renewable energy
- Mercury (Hg) risk and source in our value chain.
- Growing a sense of community within the Exploration Unconventional discipline – global communications, R&T and Asset conversation, connecting people.
- GeochemDB – Bring USA and Mexico legacy unstructured data to Equinor's common database.

Company: BP America INC
Dates: July, 2014 - October, 2017
Position: Geologist, Petroleum Systems Analyst – GoM Paleogene/Miocene Appraisal and Exploration
Job Accountabilities & Key Achievements:

Accountabilities:

- Provide technical products in the Exploration, Appraisal & OBO Function for petroleum systems
- Pre and post well analysis – Provide quality through choice, participate in partner meetings.
- Review existing data and use exploration common practise to assess resource volume uncertainty and estimate risk (trap, seal, hydrocarbon presence & type, reservoir presence, quality and deliverability).
- Regional Basin Modelling – module of Integrated Paleogene Reservoir Deliverability. Established technical understanding of regional sand presence, fluid quality and relationship between permeability and effective stress to position lease access decisions.
- Effectively worked in various dispersed team environments.
- Support business decisions through assurance of sound technical descriptions

Achievements:

- Paleogene k*h/mu - Fluids Quality and Reservoir Quality Model (High-grade Lease Sale)
- Bid Rounds – High-grade prospect inventory and charge access modules to provide quality choice
- Neogene (Mio-Plio) play in Secondary Basins – Basin models to identify and high-grade areas
- Hadrian-Lucius Play in Western GoM – Resource volume uncertainty and estimate risk.
- Great White Field Study – Led to understanding of filling history of a Giant Field and apply that to the Mexico waters and prospectively in W-GoM; AAPG 2017.
- Tigris Appraisal – Led to Guadalupe_3 Well and Overall Tigris business decision.
- Delivery of Petroleum Systems integrated products.

Company: UNLV
Dates: January, 2009 - May, 2014
Position: GeoSymposium Chair Coordinator, Lecturer (GIS)
Job Accountabilities & Key Achievements:

Academic Achievements:

- Late Devonian organofacies mapping and its palaeoceanography (Great Basin, USA).
- Pre-Cambrian black shale geochemistry (Nanhua Basin, South China)
- Mapping Mega-Sequences in the Otavi Platform, Namibia – Sequence Stratigraphy understanding

- Organofacies Mapping in the Cauvery Basin, India – Cenomanian-Turonian interval potential.

Personal Achievements:

- Grow capability by coaching, mentoring, and teaching – Coach and mentor junior students.
- Arc GIS and Remote Sensing Lecturer – Take professional level classes and laboratory for wide group of diverse discipline students.
- GeoSymposium Chair-Coordinator – Leadership role to organize and execute professional conference.

Professional Service

Associate Editor

- Marine and Petroleum Geology

Research Associate

- Bureau of Economic Geology, Jackson School of Geosciences, University of Texas, Austin.

Scientific Journal Reviewer

- Nature Communications
- Nature Geoscience
- Geology
- Geochimica et Cosmochimica Acta
- Precambrian Research
- Geobiology
- GSA Bulletin
- Marine and Petroleum Geology
- Journal of Earth Science
- AAPG Bulletin
- Journal of Petroleum Science and Engineering

Conference Session Chair/Convenor

- Goldschmidt Meeting, 2024 (14bO2: The importance of industry-academic alliances for geochemistry)
- Goldschmidt Meeting, 2024 (7cO2: Coevolution of life, climate, and environment from the Archean to Phanerozoic)
- EAGE, 2024 (DS-18: Critical Minerals and Rare Earth Elements in Focus: Geoscientists at the Helm of the Energy Transition)
- GEOGULF, 2024: Critical metals (and Lithium) exploration value chain.
- Goldschmidt Meeting, 2023 (07f: Critical raw materials for the renewable energy revolution)
- Goldschmidt Meeting, 2022 (S in our value chain, form biogeochemistry to industry safety)
- GEOGULF 2021: Theme Chair: Critical Metals
- AAPG ACE, 2020: Theme Committee: Geochemistry, Basin Modelling and Petroleum Systems
- Goldschmidt Meeting, 2017 (03I: The not so boring billion–emerging insight into life and the earth system in the Mesoproterozoic)

Doctoral Committee Member

- Bhattacharya, S., (PhD; expected, Nov, 2024). Geochemical Phase Associations of Rare Earth Elements and Lithium in Black Shales of the USA: A study in the Appalachian and Haynesville basins.
- Li, S., (MSc; expected, 2023). Li concentration across the brine-rock interaction in the Bakken Formation
- Gomez, K., (PhD; Graduated, 20202). Jurassic Redox evolution of the Viking Seaway, North Sea.
- Paez-Reyes, M., (PhD; Graduated, 2020). A Biogeochemical Tour of the Cenomanian Turonian OAE2 in Colombia: Reconstructing Paleo-Redox Dynamics Surrounding the OAE2.

Professional Affiliations

- American Association of Petroleum Geologist (AAPG)
- American Geophysical Union (AGU)
- Geological Society of America (GSA)
- Geochemical Society (GS, EAGE)
- Houston Geological Society (HGS)
- Geological Society of Nevada, Southern Chapter (President: 2009-10)

University Education

University: University of Nevada, Las Vegas
Dates: January, 2009 - May, 2014
Degree Category: Doctorate
Degree Title: Ediacaran Ocean Redox Evolution

- Stable Isotopes and Trace Metal geochemistry; Ocean Redox and Paleogeographic reconstruction.
- Sequence stratigraphic modelling and stratigraphic correlations (acquisition, analysis and interpretation).
- Extensive field work experience, structural and geological mapping of carbonates and siliciclastic.

University: Tulane University
Dates: August, 2004 - May, 2006
Degree Category: Masters in Tectonics and Sedimentation

University: University of Calcutta
Dates: September, 2001 - August, 2003
Degree Category: Structural Geology; Masters.

- Structural Geology, Tectonics and Micro-structural Analysis of Archean shear zones (India).

Dates: September, 1998 - August, 2001
Degree Category: Structural Geology; Bachelors.

Notable Publications

Peer Reviewed Papers

**denotes corresponding author*

Sahoo, S. K. *, Gilleaudeau, G. J., Wilson, K., Hart, B., Faison, T., Davis, B., Bowman, A., Larsen, T., Kaufman, A. J., **2023**, Basin-scale reconstruction of euxinia and Late Devonian mass extinctions, ***Nature*** 615, p. 640–645.

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Zheng, W., Gilleaudeau, G. J., Algeo, T. J., Zhao, Y., Song, Y., Zhang, Y., **Sahoo, S. K.,** Anbar, A. D., Carmichael, S. K., Xie, S., Liu, C-Q., Chen, J., **2023**, Mercury isotope evidence for recurrent photic-zone euxinia triggered by enhanced terrestrial nutrient inputs during the Late Devonian mass extinction, ***Earth and Planetary Science Letters***, v. 613, 118175.

Vimpere, L., Spangenberg, J. E., Roige, M., Adatte, T., Kaenel, E. D., Fildani, A., Clark, J., **Sahoo, S. K.**, Bowman, A., Sternai, P., Castelltort, S., **2023**. Carbon isotope and biostratigraphic evidence for an expanded Paleocene–Eocene Thermal Maximum sedimentary record in the deep Gulf of Mexico, ***Geology***, v. 51 (4), 334-339.

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Paez-Reyes, M., Carvajal-Ortiz, H., **Sahoo, S. K.,** Varol, O., Miller, B. V., Hughes, G. W., Gaona-Narvaez, T., German, D. P., Curtis, J. H., Lerma, I., Copeland, P., **2021**, Assessing the contribution of the La Luna Sea to the global sink of organic carbon during the Cenomanian-Turonian Oceanic Anoxic Event 2 (OAE2): ***Global and Planetary Change***, v. 199, 103424.

Ostrander, C. M., Owens, J. D., Nielsen, S. G., Lyons, T. W., Shu, Y., Chen, X., Sperling, E. A., Jiang, G., Johnston, D.T., **Sahoo, S. K.,** Anbar A. D., **2020**, Thallium isotope ratios in shales from South China and northwestern Canada suggest widespread O2 accumulation in marine bottom waters was an uncommon occurrence during the Ediacaran Period: ***Chemical Geology***, v. 557, 119856.

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Gilleaudeau, G.J., **Sahoo, S. K. ***, Kah, L.C., Henderson, M.A., and Kaufman, A.J., 2018, Proterozoic carbonates of the Vindhyan Basin, India: Chemostratigraphy and diagenesis: ***Gondwana Research***, v. 57, p. 10-25.

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Becker, L., Afifi, A., Dailey, D., Hospedales, A., **Sahoo, S. K.**, Steuer, M., Moreno-Vega, M., O'Leary, J., Krueger, S., 2016, Finding the next giant field and avoiding the next dry hole through deeper sub-regional understanding of the Perdido Fold Belt: ***Subsurface, BP INC.***

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Sahoo, S. K., Planavsky, N. J., Kendall, B., Wang, X., Shi, X., Scott, C., Anbar, A. D., Lyons, T. W., and Jiang, G., 2012, Ocean oxygenation in the wake of the Marinoan glaciation: ***Nature***, v. 489, p. 546-549.

Conference Papers and Presentations*

***Sahoo, S. K.,** Mehra, A., **2024, Invited speaker,** Testing geochemical proxy development from fundamental sedimentology 101, *Goldschmidt Conference*

***Sahoo, S. K., 2024,** Bridging the gap between academia and industry for the next set of challenges in energy transition, *Goldschmidt Conference*

K. J. Gomez., **S. K., 2024,** Bridging Silos: The Power of Collaborative Partnerships in Geoscience Research, *Goldschmidt Conference*

Mehra, A., **Sahoo, S. K., 2024**, A joint academic and industry effort to produce paleoenvironmental insights, *Goldschmidt Conference*

***Sahoo, S. K., 2024,** The Role of Black Shales in the Energy Transition, *EAGE Annual*

K. J. Gomez., **S. K., 2024,** Early-Middle Jurassic: an Eventful Period that could Shape the Next Exploration Strategies in the North Sea, *EAGE Annual*

Zumberge, A., Spence, G., **Sahoo, S. K., 2024**, The history and future of critical metals: Knowledge integration and future business direction, *GEOGULF*

Aragon, A., Gilleaudeau, G. J., **Sahoo, S. K.,** Kaufman, A. J., **2023**, A New Carbon Isotope Record Through the Lower Mississippian K/O Event or TICE Event from the Williston Basin, North Dakota, USA, *AGU Fall Meeting*

***Sahoo, S. K., 2023, Invited Keynote,** Williston Basin: Bridging the gap between academia and industry, for the next set of challenges in energy transition, *AAPG RMS Annual Meeting.*

Henderson, K. M., Williams-Jones, A. E., **Sahoo, S. K., 2023**, A possible role for detrital silicates in generating Li-enriched oilfield brines: a case study from the Bakken Formation, Williston Basin, North Dakota, *AAPG RMS Annual Meeting.*

Mishra, P., **Sahoo, S. K., 2023**, High productivity prior to the Great Oxidation Event: Insights from Archean and Paleoproterozoic Banded Iron Formations of India, *Goldschmidt Conference*

***Sahoo, S. K.**, Gilleaudeau, G. J., Kaufman, A. J., **2023**, Eustacy, euxinia and extinction during the Devonian-Carboniferous transition, *Goldschmidt Conference*

Ghosh, P., Ghosh, R., **Sahoo, S. K.,** Gilleaudeau, G. J., **2022**, New constraints on Late Mesoproterozoic Sea surface temperatures from Clumped Isotope Thermometry of the Lakheri Limestone, Vindhyan Basin, India, *Goldschmidt Conference*

Randolph, R., Geoffrey, G. J., Mariano, M., **Sahoo, S. K.**, Algeo, T. J., **2022**, Redox Gradients recorded in lower Mississippian black shales of the Appalachian and Williston basins, north America: a test case for uranium isotope behaviour, *GSA North-Central South-eastern section meeting*.

***Sahoo, S. K., 2022,** History and Future of Metals in Shales: A Knowledge Integration and Inspiration towards the next Generation of Geologist, *FORCE Conference*, Stavanger.

Henderson, K. M., Williams-Jones, A. E., Li, S., **Sahoo, S. K.**, **2021**, Lithium-enrichment in oilfield brines, *GEOGULF*, Austin, TX, USA.

Gomez, K. J., **Sahoo, S. K.,** Panteli, E., Moscardelli, L., Howie, A., Larson, T. E., Kerans, C., **2021**, Assessing the Impact of Local Versus Global Volcanic Events on Redox Conditions Within the Viking Corridor, North Sea Basin During Early to Middle Jurassic, *AGU Fall Meeting*

***Sahoo, S. K.**, Gilleaudeau, G. J., Kaufman, A. J., **2021**, Eustasy, euxinia, and extinction: Global reorganization across the Devonian-Carboniferous transition, *GSA Annual Meeting*.

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Ostrander, C.M., **Sahoo, S.K.**, Kendall, B., Jiang, G., Planavsky, N.J., Lyons, T.W., Nielsen, S.G., Owens, J.D., Romaniello, S.J., Anbar, A.D., **2019**, Multiple negative molybdenum isotope excursions in the Doushantuo Formation (South China) fingerprint complex redox-related processes in the Ediacaran Nanhua Basin, *GSA Annual Meeting*.

Paez-Reyes, M., Owens, J. D., Carvajal, H., Gaona, T., Lerma, I., Brandon, A., **Sahoo, S. K.**, & Copelandard, P., **2019**, Why was there no mass extinction during the Cenomanian-Turonian Oceanic Anoxic Event 2? *Goldschmidt Conference.*

***Sahoo, S.K.**, Hlava, K., Hart., B., **2019**, Trace Metal Variability in the Lower Bakken Formation — Implications for Late Devonian Global Ocean Redox, *AAPG Annual Convention & Exhibition.*

Jingqian Kang, J., Heyn, T., Evenick, J., **Sahoo, S.K.**, Pfau, G., Ritter, G., Schupack, B., **2018**, Observations and Interpretation of the Salt Keel Features in U.S. Gulf of Mexico, Keathley Canyon Protraction Area and 2-D Restoration of a Cross-Section, *AAPG Annual Convention & Exhibition.*

Slotnick, B.S., Chetel, L., **Sahoo, S. K.**, Veale, C., Francis, L., Volk, H., Paulson, S., and Doebbert, A., **2018**, Relating Chemical Speciation of Pore Fluids to Initial Seawater Chemistry and to Diagenetic Reaction Pathways: SrRSA Data Compilation, Gulf of Mexico, USA, *AAPG Annual Convention & Exhibition.*

***Sahoo, S. K.**, Dzou, L., Hospedales, A., Jin, H., Afifi, A., Becker, L., Lapinski, T., Dailey, D., Steinhoff, D., Jia, T., Ritter, G., Pfau, G., **2017**, Unravelling Complex Petroleum Filling History of Great White Field by 4D Integrated Petroleum Systems Approach: *AAPG Annual Convention & Exhibition.*

***Sahoo, S. K.**, Jin, H., **2017**, How Reducing was the Late Devonian Ocean? The Role of Extensive Expansion of Anoxia in Marine Biogeochemical Cycles of Redox Sensitive Metals, *AGU Fall Meeting, Abstract #PP41B-1308.*

Ostrander, C. M., Nielsen, S., Owens, J. D., Jiang, G., Planavsky, N.J, **Sahoo, S. K.**, Zhang, F., Lyons, T. W., and Anbar, A. D., **2017**, Thallium isotopes track fluctuations in global manganese oxide burial during the Ediacaran Period, *AGU Fall Meeting, Abstracts #PP41B-1305.*

Gilleaudeau, G. J., Kaufman, A. J., Luo, G.; Romaniello, S. J., Zhang, F., Kah, L. C., Azmy, K., Bartley, J. K., **Sahoo, S. K.**, Knoll, A. H., and Anbar, A. D., **2017**, Constraining the redox landscape of the mid-Proterozoic oceans: new insights from the carbonate uranium isotope record, *AGU Fall Meeting, Abstract #PP43E-07.*

***Sahoo, S. K.**, Gilleaudeau, G., Owens, J., Poulton, S., and Lyons, T., **2017**, Iron-Rich Conditions and Molybdenum Enrichment in a Mesoproterozoic Shelf Setting: A Snapshot from the VindhyanBasin, India, *Goldschmidt Conference.*

Gilleaudeau, G., Frei, R., Kaufman, A., Luo, G., Romaniello, S., Zhang, F., Klaebe, R., **Sahoo, S. K.**, Kah, L., Azmy, K., Bartley, J., Chernyavskiy, P., Knoll, A., & Anbar, A., **2017**, Deciphering the Carbonate Record of Mesoproterozoic Biospheric Oxygenation: Insights from Chromium and Uranium Isotopes, *Goldschmidt Conference.*

Maharjan, D. K., Jiang, G., Peng, Y., **Sahoo, S. K.**, Henry, R. A., **2014**, Coupling Organic Carbon and Nitrogen Isotope with Carbonate Carbon Isotope Excursion Across the Early Mississippian Kinderhookian-Osagean Boundary in Great Basin, Western USA: *AGU Fall Meeting, Abstract #PP41A-1337.*

Gilleaudeau, G. J., **Sahoo, S. K.**, Kah, L. C., Henderson, M. A., Frei, R., Kaufman, A. J., **2014**, Integrated chemostratigraphy of upper Vindhyan sequence carbonates, central India: implications for depositional age and global correlations: GSA Annual Meeting in Vancouver, British Columbia.

***Sahoo, S. K.**, Jiang, G., Planavsky, N. J., Kendall, B., Owens, J. D., Anbar, A. D., Lyons, T. W., **2013**, Turbulent times for early animals?: *GSA Abstracts with Programs, Vol. 45, No. 7, p. 754.*

Ventralli, A. M., **Sahoo, S. K.**, Jiang, G., **2013**, Coupling of the global carbon cycle and sea-level change during the early Mississippian: *GSA Abstracts with Programs, Vol. 45, No. 7, p. 243.*
Lyons, T., Anbar, A., Chu, X., Gordan, G., Jiang, G., Kendall, B., Planavsky, N., Reinhard, C., **Sahoo, S. K.**, Scott, C., **2012**, New geochemical perspectives on oxygenation of the Late Proterozoic ocean. In The Neoproterozoic Era: Evolution, Glaciation, Oxygenation, page 13. *Geological Society of London.*

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***Sahoo, S. K.**, Jiang, G., Kendall, B., Planavsky, N. J., Wang, X., Shi, X., Anbar, A. D., and Lyons, T. W., **2011**, An oxygen window for early Ediacaran animal life, Goldschmidt Conference.

***Sahoo, S. K.**, **2010**, Geospatial integration of hazards, infrastructure and resources in an assessment of potential disasters and effects of climate change in Clark County, Nevada, USGS Mohave Climate Change Meeting, Las Vegas.

***Sahoo, S. K.**, **2007**, Tectonic Horst: Field evidence from the South Purulia Shear Zone, India, GSA Abstracts with Programs, Vol. 39, No. 6, p. 231.

Symposium Abstracts and Presentations*

- Exploring for Sweet Oil: Revisiting trace metals in organic rich source rocks, 2020, GeoSeminar Equinor.
- Collaboration within Equinor: Exploring new ideas to improve our understanding of unconventional resources, 2019, North America Summit, Equinor.
- Metals, Nutrients, Life and the Evolution of Ediacaran Oxygen Cycle, 2013, GeoSymposium, UNLV.
- Deconstruction of the Proterozoic Vindhyan Basin, 2012, Geobiology Conference, Riverside, California.
- Phosphorite Deposits at the Dawn of Animal Life, 2010, GeoSymposium, UNLV, Las Vegas, Nevada.
- Is The 1.8 Ga Kajrahat Limestone in the Vindhyan Basin of central India recording a glacial event during the Paleoproterozoic super-greenhouse time-period? 2009, GeoSymposium, UNLV.

Invited Presentation

- Black Shales – Oils, Metals, and O_2 over Earth's history, 2020, Jackson School of Geo. UT Austin.
- Metal History through Earth's History, 2013, Geological Society of Nevada
- Extreme Climate Change Linked to Early Animal Evolution, 2012, Delhi University, New Delhi, India.
- Ocean Redox Changes in the Wake of the Marinoan Glaciation, 2012, GPSA Brown Bag Series, UNLV

Field Work Experiences

Over two years (if continuously counted) of field work experience in 8 Basins over 4 countries.

- Great Basin, Nevada and Utah, USA – Mississippian Carbonates and Shales (2009 – 2012, 2013)
- Vindhyan Basin, India – Proterozoic aged Carbonates (2012, 2014, 2022)
- Nanhua Basin, China – Ediacaran aged Carbonates and Black Shales (2009)
- Krol Formation, Himalayas, India – Early Ediacaran Shales (2009)
- Otavi Platform, Namibia – Sequence Stratigraphy of Neoproterozoic aged interglacial carbonates (2007)
- Western Interior Seaway, Western USA – Sequence Stratigraphic Architecture of the Cretaceous (2007)
- Cauvery Basin, India – Coring of Cenomanian-Turonian aged Black Shales (2006)
- Vindhyan Basin, India – Paleo-Proterozoic and Mesoproterozoic Carbonates and Black Shales (2006)
- Basin and Range, Oregon, USA – Fault Asymmetry Mapping using GPS and Satellite Image (2005)
- Pearl River, Mississippi, USA – Flood Plain Sedimentation Rate and Morphology (2005)
- Mississippi Delta, Louisiana, USA – Sediment flow rate using Multi-beam (2005)
- Shingbhum Craton, India – Shear Zone mapping of the Achaean Green Stone Belt (2001 – 2003)
- Aravalli Schist Belt, India – Mapping and analyzing Tectono-Sedimentary Architecture (2001)
- Shingbhum Craton, India –Mapping projects using remote sensing and GIS techniques (2002)

Teaching

- Sedimentology and Stratigraphy (University of Nevada): Guest lectures, labs, and field trips
- Earth's Systems (University of Nevada): Guest lectures, labs, and field trips
- Structural Geology (Tulane University): Labs and Field Trips

Outreach

- High School Judge for Science Projects
- High School Career Fair – Opening the world of Geoscience to young scientists.
- Science Outreach Volunteer – NSF Work Session, Nevada Chapter

Grants and Awards:

Graduate Student Research Grants*: >$25,000*

- Geological Society of America, 2013 (Outstanding Mention)
- Sigma Xi, Grants-in-Aid of Research, 2013
- Society for Sedimentary Geology, 2013

Student Awards

- Academic Achievement Award, 2013
- GPSA Research Forum, Outstanding Presentation, 2013
- Goldschmidt Conference, Travel Grant, 2012
- Graduate Student Professional Association Research Funding, 2011, 2012, 2013
- UNLV Access Grant
- Edwards & Olswang Fellowship
- Bernada E. French Scholarship in Geology, 2009 – 2012
- International Programs Student Grant, 2011, 2012
- Lawrence L. Sloss Summer Research Award, Northwestern University, 2006 – 2008
- N.N. Chatterjee Memorial Book Grant: Geological, Mining and Metallurgical Society of India, 2002
- National Scholarship, Geological Mining and Metallurgical Society of India, 2001 – 2002

Enclosure 2

Creation of additional infrastructure and laboratories

Classrooms

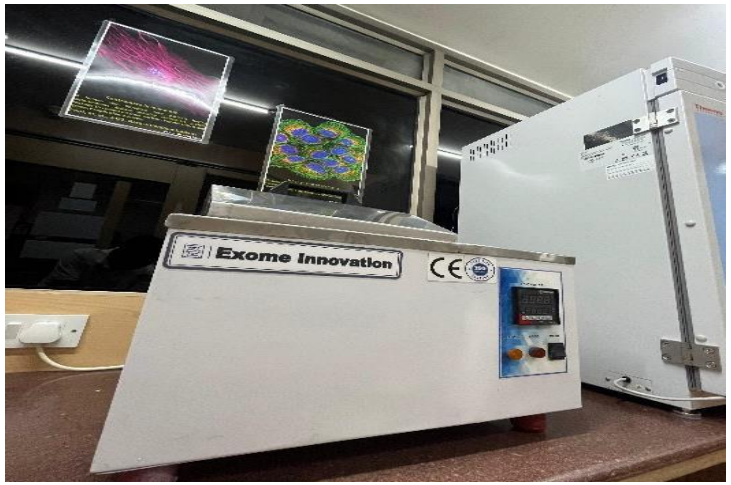
Classrooms

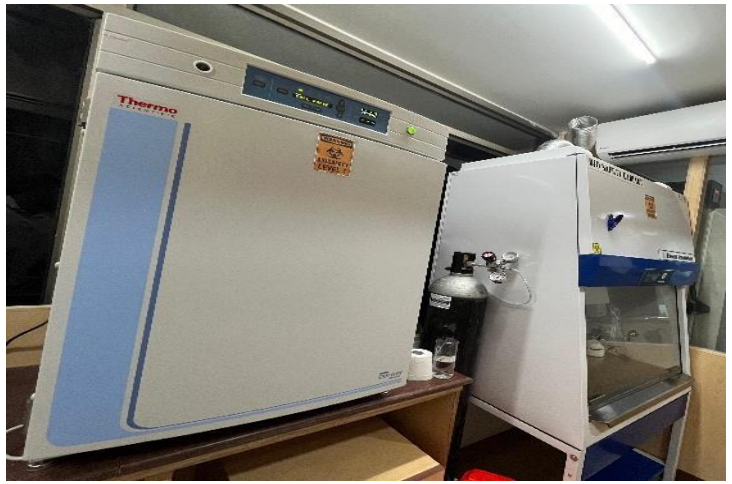
Classrooms

Cell & Molecular Biology lab

Establishment of Laboratory for Cell & Molecular Biology

- **A mammalian cell culture lab has been established, with cancer cell culture facilities in the Department of Biotechnology.**
- **Lung cancer and breast cancer cell models are currently being used for experimental cell modeling.**





Enclosure 3

teri school of advanced studies

10, Institutional Area, Vasant Kunj, New Delhi - 110 070
Phone: 71800222

NOTIFICATION
No.49 of 2024-25

Ref.: NOT/R35

21 March 2025

Sub: Fund Raising Committee (Endowment Fund)

To strengthen the research and academic rigour at TERI SAS applicable at UG/PG/Doctoral levels, there is a continuous requirement of innovative ideas/thought processes and subsequent implementation.

It is proposed to constitute an endowment fund at the university level thereby addressing the issues amongst others, as stated above.

The following committee is constituted for the above purpose:-

1. Prof Shaleen Singhal, Chairperson
2. Prof Shashi Bhushan Tripathi
3. Dr Sapan Thapar
4. Dr Shruti Sharma Rana
5. Dr Anand Madhukar
6. Mr Dhanraj Singh

The Committee shall recommend various means and measures as also opportunities to generate endowment fund. The Committee is also requested to prepare a draft policy on generation and its subsequent utilization.

The recommendations of the Committee shall be submitted by 14 April 2025.

The notification No.47 of 2024-25 dated 13 March 2025 stands cancelled.

This is issued with the approval of the competent authority.

Col. B Venkat
Registrar

Registrar
TERI School of Advanced Studies
10, Institutional Area, Vasant Kunj
New Delhi-110 070

Copy to :
The Committee members
Notification file

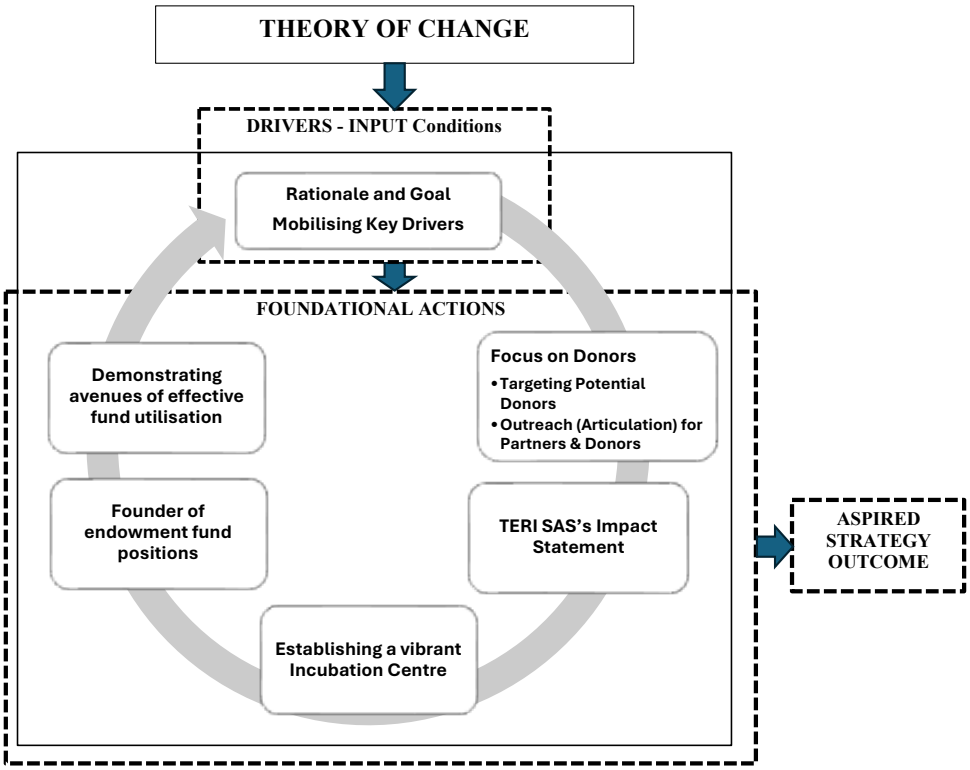
New Delhi

April 2025

TERI SAS Endowment Fund Raising Strategy

Overarching approach

The TERI School of Advanced Studies has a strong potential towards Endowment Fund Raising that is yet to be harnessed. A structured approach is necessary to create a successful Endowment Fund Raising Strategy. The fund raising has become increasingly competitive for a private institution as TERI SAS therefore an edge to drive a systemic change is vital. Comprehension, design and execution through a **'Theory of Change'** shall make the fund raising strategy effective. The Theory of Change, in its simplest form drives the TERI SAS's Endowment Fund Raising Strategy through inputs, action areas and outcome/impact dimensions.



Rationale and the need

TERI SAS takes pride in being the only Deemed to be University in India dedicated to building capacity and thought leadership in the field of sustainable development. There is a critical need to scale-up the agenda of TERI SAS for creating knowledge and a proficient cadre for practicing sustainable development for an aspired noticeable impact in India and the world. At present, the ecosystem needs to be uplifted in comprehension and actions to make all dimensions of TERI SAS, enabling, towards fund raising. For this an effective Endowment Fund Raising Strategy that complements the existing self-supported financial model of TERI SAS, is the need of the hour. This shall provide impetus to the impact being created through the teaching, research and consulting, training and outreach activities by TERI SAS and its partners.

Key drivers/inputs for successful fund raising

The necessary drivers identified as essential inputs by the Committee relate to:

- Proactive involvement of the TERI SAS leadership is foundational for the success.
- Endowment Fund Raising is an organizational commitment; and in the initial months should include increasing all kinds of fund raising measures.
- Being a unique Deemed to be University in India, the fundraising efforts need to be based on the distinctive identity, mission and history of TERI SAS (including its unique model of originating from a research institution, TERI).
- Harnessing existing relationships and building new relationships with donors and keeping them actively engaged is essential.
- Celebrating and acknowledging all types of research and consultancy engagement, outputs and impact by faculty, is critical.
- Fundraising efforts are for the long run and hence need to be sustained and consistent over time.

Strategic recommendations and action areas

1. **Targeting donors**: The following potential donors need to be targeted in a structured manner (strengthening/reviving relationship and content based communication) for raising endowment funds for TERI SAS:
    - *Friends of TERI SAS including key funding organisations, corporate sector (including CSR support), foundations and other collaborating partners:*

relationships with organisations who have supported TERI SAS in the past such as the Suzlon Energy Limited, The Nature Conservancy, CICERO Senter for Klimaforskning (Center for International Climate Research), United Nations University, The Coca Cola Foundation, Emerson Electric Company India Pvt Ltd, The British Academy, International Centre for Integrated Mountain Development (ICIMOD), Indian Pollution Control Association (IPCA), GAIL India Ltd, United Nations Environment Programme (UNEP), NTPC Ltd, HSBC Bank, Toyata Kirloskar Motor Pvt. Ltd., Columbia University, Swansea University, UNDESA, Dalmia Bharat Ltd., BEE (carefully identified based on quantum and significance of funding received) to be strengthened and approached. Other organisations such as Bloomberg Philanthropy, Adani Energy, Venture Capitalists, Industry Associations like CII and PHD Chamber of Commerce and Industries, FICCI need to be identified and approached. Any donor organisation to be approached through a tailored proposal for fund raising along with an impact statement.

- *TERI SAS Alumni:* in particular Alumni from leading corporate sector, private consulting organisations and think tanks such as HSBC, MacArthur Foundation, Ernst and Young, PWC, GIZ and SE4All (carefully identified organisations based on position held by TERI SAS Alumni) and leading public sector organisations such as MOEFCC, Ministry of Commerce and Industry, Indian Revenue Service (carefully identified organisations based on position held by TERI SAS Alumni) to be approached with relevant content/proposals. Any well positioned Alumni and his/her organisation need to be officially approached through a tailored proposal for fund raising along with an impact statement.

(Relationship strengthening with targeted institutions be done in next 3-5 months)

2. **TERI SAS's Impact Statement:** A university wide Proof of Impact Statement needs to be written through inputs from all departments. An impressive document highlighting the direct and intangible impacts of the university initiatives on the scholarly community and society at large, needs to be prepared for sharing with potential donors and collaborators.

   (To be prepared by mid-August)

3. **Articulation to attract donors:** There is a need to articulate on TERI SAS webpage 'how' TERI SAS proceeds from its Mission to Vision to adhering to its Core Values leading to sustainability solutions and their impacts. The success stories of past endowment funds benefiting TERI SAS students, faculty and research initiatives, need

to be explicitly highlighted across all departmental/DRCs webpages. In particular, increased number of student-led and faculty-led research and training related initiatives, along with their tangible/intangible impacts, needs to be presented on departmental webpages demonstrating a vibrant research environment.

(To be done by end-September)

4. **Establishing a vibrant TERI SAS Incubation Centre:** Considering the offering of UG programmes, as well as interest received from PG Alumni, it is imperative to work towards establishing an incubation centre at TERI SAS. This shall assist in attracting the funding from the corporate business sector and industry.

   This shall be a phased approach. Initial resources required will be (i) working space and (ii) manpower to support the TERI SAS Incubation Centre (TIC).

   - *Phase 1 (to be done by end-September):* A White Paper on the legal and financial dimensions for operating TIC need to be prepared and shared with all key stakeholders. TIC functions in close coordination with the IIC. TERI SAS facilitates the process through mentorship on a no or minimal profit basis for initial months.
   - *Phase 2 (to be done by end-December):* Identification of working space for hosting the TIC and associated start-ups. Identification of a faculty member assisted through a part-time support from an admin staff and necessary office infrastructure shall initiate the establishment of the TIC. Donors to be approached with a clear proposal for supporting TIC.
   - *Phase 3 (subsequent to Phase 2):* Call for applications from prospective incubatee to be organised to bring the interested business representatives and alumni entrepreneurs together. Financially beneficial model for all, TERI SAS, investor and incubate, be rolled out.

5. **Demonstrating avenues of effective fund utilisation:** A wide ranging avenues for fund utilisation and their existing and potential impacts need to be established and demonstrated. These shall include:
   - Creation of new Centres/Departments focusing on contemporary and priority thematic areas
   - Upgradation of existing and creation of new infrastructure facilities such as labs/ed tech, that will assist in research and teaching and learning
   - Naming of existing and new facilities. A clear position paper need to be prepared on this aspect *(To be done by mid-August).*

- Awards for academic excellence, awards for research excellence, awards for specific thematic areas such as Climate Change and AI, Green Finance, Executive Education, Developing Learning Modules, Nature Based Solutions, Net Zero, Carbon Credits, Advance Waste Management, Green Energy etc.
- Chair professor positions
- Special research as well as implementation projects.

All above mentioned and other potential avenues and their mechanisms for support, need to be elaborated on the 'support us' webpage *(to be done by end-September)* and carefully highlighted in any tailored proposal being developed for donor organisation.

6. **Founder of endowment fund position:** simple terms and conditions to be acknowledged with esteem as the 'Founder of TERI SAS Endowment Fund' need to be put in place. Work needs to be initiated to establish a set of carefully identified and approached individuals (including well positioned TERI SAS Alumni). A suggestive amount of Rs 10 lakhs funding by an individual maybe considered to be positioned as the 'Founder of TERI SAS Endowment Fund'. Once 4-6 individuals have been identified and agreed upon, a special event need to be organised to felicitate the founders *(to be done in next 7-9 months).*
7. **Outreach event/TERI SAS foundation day:** Once above mentioned input conditions have been mobilised and actions undertaken, then TERI SAS may organise a high-end sustainability outreach event (say as the 'TERI SAS foundation day'), inviting the Friends of TERI SAS and well positioned TERI SAS Alumni for a subtle outreach and to impart further momentum to the fund raising efforts.

Aspired Strategy Outcome and Impact for TERI SAS

In about next 2-3 years, TERI SAS should be in a position to raise around 20% of its annual budget through the Endowment Funds raised annually, to be raised each year by operationalising the strategy outlined based on the Theory of Change.

Enclosure 4

New Delhi

Consultancy Policy

1.1 Objectives

TERI School of Advanced Studies envisions a more sustainable world through the creation of knowledge and human capacity. In this regard the faculty of TERI SAS has gained expertise in important areas of sustainable development through their world class research in critical areas of knowledge. TERI SAS aims at promoting the use this expertise in augmenting its reputation by offering the services of its faculty members and researchers for collaborative research and consultancy services. It is expected that this Policy would create mutually beneficial opportunities for TERI SAS, its members of the faculty and researchers, students, various international, national, for-profit and non-profit organisations and thus contributing to the nation building.

1.2 Definitions

1.2.1 Consultancy Services: This will include an assignment for providing expert advice, problem solving, targeted training such as MDPs, teaching assignments for course(s)[1], laboratory-based testing and analysis report, market research and survey in the areas of the expertise of TERI SAS faculty and researchers.

1.2.2 Consultants: Faculty member/s and researchers of TERI SAS engaged in in Consultancy Services are hereinafter referred to as Consultant/s.

1.2.3 Beneficiary: The international, national, for-profit and non-profit organisations seeking Consultancy Services are referred to as Beneficiary.

1.2.4 Restricted Funds: Funds end-use of which is specified by the funding source such as donor, funding agency or client.

1.2.5 Unrestricted Funds: Funds end-use of which is not specified by the funding source.

[1] Invited talks and guest lectures will not be part of consultancy services

1.3 Conditions of Engaging in Consultancy Services on behalf of TERI SAS

1.3.1 Consultants shall undertake Consultancy only through a written agreement/ MoU/Sanction Letter with/from the Beneficiary. No Consultancy shall be undertaken through verbal agreements/assurances. As the reputation and goodwill of TERI SAS is involved, Consultants shall undertake Consultancy Services only in areas of their expertise.

1.3.2 Consultants shall not engage in any Consultancy Services that are in contravention to the laws of the land and also against the Vision and Mission of TERI SAS. During no stages of the assignments, the Consultants shall engage themselves in any illegal/unethical practices including payment of bribe/corruption.

1.3.3 TERI SAS encourages faculty members and researchers to undertake Consultancy Services as an Individual and also as Group Consultancy, comprising of a team of Consultants across Departments/Centres. All consultancy shall be referred to as 'Institutional Consultancy'.

1.3.4 Consultants shall undertake Consultancy Services by submission of consultancy proposal application to the Research & Development Cell (RDC) through Head of Department/Centre, on the recommendation of Director RDC and approval of Chairman, Research Advisory Committee (RAC). The total number of days allocated for undertaking consultancy activities shall be as per the provisions given in Section 1.3.5.

1.3.5 TERI SAS is a University engaged in imparting education and hence Consultancy Services undertaken by Consultants shall not affect their primary responsibility towards TERI SAS/their Department and most importantly the students. The time required for successful completion of Consultancy assignments shall under no circumstances be at the cost of UGC stipulated teaching hours of a Consultant and shall not be more than 52 working days. It shall be the responsibility of the Dean (Academic) to ensure this.

1.3.6 Consultants may sub-contract part of the Consultancy assignments after due approval from the competent authority (Section 1.3.4) to any person or Institution outside TERI SAS for which clear terms of reference shall be defined. The Consultant shall make sure that such person/institution and their activities and deeds are in no-way in contravention of the laws of the land.

1.3.7 The revenue/fee accruing from the Consultancy Services shall be accepted only through the official bank accounts of TERI SAS and these revenues shall be

accounted and audited in accordance with the accounting/auditing practices of TERI SAS.

1.3.8 A written contract shall be signed by Consultant(s) clearly indicating the nature and details of work expected along with completion time at the commencement of the consultancy assignment.

1.4 Revenue sharing

1.4.1 Ownership of Intellectual Property Rights (IPR) and allocation of revenue/benefits accruing from such Rights from the Consultancy assignments shall be governed by the IPR of TERI SAS as promulgated from time to time.

1.4.2 Where there is a contradiction between terms and conditions of Consultancy contact/MoU/Sanction letter and this Policy the former shall survive except the Conditions stated in this Policy at 1.3.

1.4.3 This Policy shall apply only to the Net-Surplus in the Consultancy revenue after all Consultancy related expenses and taxes and other charges payable to the Government have been accounted for.

1.4.4 Subject to 1.3.5 of this Policy, no ceiling shall be placed on the maximum income that may accrue to Consultant/s. An overhead charge @20% of the gross consultancy amount shall accrue to TERI SAS.

1.4.5 The Net Surplus shall be shared in the ratio of 60:40 in favour of the Consultant/s (60%) on the one hand and TERI SAS (40%) on the other. The sharing of revenue shall apply to the non-restricted budget heads only.

1.4.6 The Individual consultant's share as stated in 1.4.5 shall be disbursed to them after deduction of applicable taxes and the same shall be reported on all Income Tax documents. The consultant fee for project duration up to one year shall be paid after the completion of the assignment and for those beyond one year shall be based on the evaluation of the Research Development Cell.

1.4.7 The Institutional share of TERI SAS shall be further equally divided between TERI SAS on the one hand and the concerned Department/Centre/ of the concerned Consultants. This fund shall be utilised for the academic/research activities of the concerned Department/Centre.

1.4.8 Any overheads received by TERI SAS as part of restricted funds shall be equally shared between TERI SAS and the Department/Centre of affiliation of the Consultant/s.

1.4.9 The institutional share of TERI SAS (less the Departmental share) shall be equally distributed between the general expense account of TERI SAS and purchase of irrevocable Government Securities thereby adding to the Corpus funds of TERI SAS in a sustained manner.

1.5 Dispute Resolution and Jurisdiction of the Court

1.5.1 Any dispute regarding the implementation of this Policy shall be resolved internally by a Committee consisting the Vice Chancellor, the Registrar, Dean (A), Dean (R&P) and the Finance Officer. If any member of this Committee is him/her is a party to the dispute the Committee shall opt the senior most faculty member from TERI SAS as a member.

1.5.2 Dispute(s) arising with respect to the implementation of this Policy shall be subject to the legal and territorial jurisdiction of the Courts of Delhi only.

Enclosure 5

Reduction in Tuition Fee for Bachelor of Business Administration Programme

Sl No	Particulars	Admission fee	Semester-wise tuition fee							
		One time payment	1st Sem	2nd Sem	3rd Sem	4th Sem	5th Sem	6th Sem	7th Sem	8th Sem
			Certificate		Diploma		B.Sc		B.Sc Honours	
1	Present BBA Programme Fee	20,000	1,25,000	1,25,000	1,32,300	1,32,300	1,40,000	1,40,000	1,48,000	1,48,000
2	Reduction @ 20 percent	-	(25,000)	(25,000)	(26,460)	(26,460)	(28,000)	(28,000)	(29,600)	(29,600)
3	Proposed BBA Programme Fee	20,000	1,00,000	1,00,000	1,05,840	1,05,840	1,12,000	1,12,000	1,18,400	1,18,400

Notes _

(a) Institute deposits (refundable) of Rs 5,000 and Library deposits (refundable) of Rs 5,000 to be paid separately at the time for registration for 1st semester.

(b) Field visit charges to be paid separately on actual basis before commencement of field visits.

(c) Examination fees of Rs 10,000 (per semester) to be paid separately before registration for semester examinations.

(d) Tuition fee for sponsored candidates will be 1.5 times that of non-sponsored candidates.

(e) On rejoning a program after exercising exit option at any stage, an additional amount of Rs 10,000 shall be charges as a case of fresh registration.

(f) One time registration fees of Rs 20,000, would be applicable to all students wishing to join midway at any stage of the exising programmes.

Enclosure 6

Semester wise Fee structure proposed for B.Sc & Integrated M.Sc in Energy and Computer Applications:

Semester	One-time payment	Tuition Fees
Semester 1	20,000	75,000
Semester 2	-	75,000
Semester 3	-	82,500
Semester 4	-	82,500
Semester 5	-	90,750
Semester 6	-	90,750
Semester 7	-	99,825
Semester 8	-	99,825
Semester 9	-	1,09,808
Semester 10	-	1,09,808
Total	**20,000**	**9,15,766**

Notes:

1. Institute deposits (refundable) of Rs 5,000 and Library deposits (refundable) of Rs 5,000 to be paid separately at the time for registration for 1st semester.
2. Field visit charges to be paid separately on actual basis before commencement of field visits, if required.
3. Examination fees of Rs 10,000 (per semester) to be paid separately before registration for semester examinations.
4. Tuition fee for sponsored candidates will be 1.5 times that of non-sponsored candidates.
5. On re-joining a program after exercising exit option at any stage, an additional amount of Rs 10,000 shall be charged as a case of fresh registration.
6. One time registration fees of Rs 20,000 would be applicable to all students wishing to join midway at any stage of the existing programmes.

Enclosure 7

1. Postgraduate Programme Scholarship for the Financial Year 2025-26

Sl No	Programmes	1st Semester Tuition Fee	20% Scholarship	15% Scholarship	2nd Semester Tuition Fee	20% Scholarship	15% Scholarship	Total Scholarship
1	M.Sc. (Climate Science and Policy)	1,05,000	21,000	15,750	1,05,000	21,000	15,750	73,500
2	M.Sc. (Environmental Studies and Resource Management)	1,10,000	22,000	16,500	1,10,000	22,000	16,500	77,000
3	M.Sc. (Geoinformatics)	1,05,000	21,000	15,750	1,05,000	21,000	15,750	73,500
4	M.Sc. (Biotechnology)	80,000	16,000	12,000	80,000	16,000	12,000	56,000
5	M.Sc. (Economics)	91,000	18,200	13,650	91,000	18,200	13,650	63,700
6	M.Sc. (Energy Studies and Management)	80,000	16,000	12,000	80,000	16,000	12,000	56,000
7	M.Tech. (Renewable Energy Engineering and Management)	95,000	19,000	14,250	95,000	19,000	14,250	66,500
8	M.A. (Sustainable Development Practice)	71,000	14,200	10,650	71,000	14,200	10,650	49,700
9	M.A. (Public Policy and Sustainable Development)	74,000	14,800	11,100	74,000	14,800	11,100	51,800
10	MBA (Sustainability Management)	2,95,000	59,000	44,250	2,95,000	59,000	44,250	2,06,500
11	LLM	69,300	13,860	10,395	76,200	15,240	11,430	50,925
	Total		**2,35,060**	**1,76,295**		**2,36,440**	**1,77,330**	**8,25,125**

2. Undegraduate Programme Scholarship for the Financial Year 2025-26

Sl No	Programmes	1st Semester Tuition Fee	20% Scholarship	15% Scholarship	2nd Semester Tuition Fee	20% Scholarship	15% Scholarship	Total Scholarship
1	B.Sc. Environmental Studies FYUP/FYIPP	1,20,000	24,000	18,000	1,20,000	24,000	18,000	84,000
2	B.Sc. Economics FYUP/FYIPP	1,00,000	20,000	15,000	1,00,000	20,000	15,000	70,000
3	B.Sc. Data Science FYUP/FYIPP	1,35,000	27,000	20,250	1,35,000	27,000	20,250	94,500
4	B.B.A. Business Administration FYUP	1,25,000	25,000	18,750	1,25,000	25,000	18,750	87,500
5	B.Sc. Biotechnology FYUP/FYIPP	75,000	15,000	11,250	75,000	15,000	11,250	52,500
6	B.Sc. Energy and Computer Applications FYUP/FYIPP	75,000	15,000	11,250	75,000	15,000	11,250	52,500
	Total		**1,26,000**	**94,500**		**1,26,000**	**94,500**	**4,41,000**

Enclosure 8

TERI School of Advanced Studies
10, Instutional Area, Vasant Kunj, New Delhi - 110070

Cash Flow Budgeted Estimates for the Financial Year 2025-26

Sl No	Particulars	Amount In Lakhs	
A	**Receipts**		
1	Receipt from Academic operations		2,704.28
2	Receipt from Interest income		8.00
3	Other Receipts		772.23
4	Net Savings from Research projects, Training, Seminar and Workshop		50.00
	Total Receipt (A)		**3,534.51**
B	**Payments**		
1	Emoluments - Pay and Allowances		1,671.31
2	Academic Course Expenses		197.02
3	Utilities, Maintenance and Overheads		487.82
4	Service of ICICI Bank Term Loan - Hyderabad Campus		536.92
	Total Payments (B)		**2,893.07**
	Excess of Receipts over Payments		**641.44**
C	**Appropiration of Excess of Receipts over Payments**		
1	Contribution to University Development Fund	100.00	
2	Provision for Terminal Benefits of Staff (Gratuity & Leave Encashment)	150.00	
3	Students Refundable Security Deposits for the year 2025	42.00	
4	Teaching and Non-teaching staff dues, DA Arrears	60.00	
5	IT Infrastructure Revamp and Executive Education Platform	40.00	
6	Provision for Implementation of 8th Pay Commission	20.00	
7	Capital Expenditures:	229.44	**641.44**
	Building / Furniture / Porta Cabin / Sanitation / Air Conditioner / Dampage Solution / STP / Rain Water Harvesting / Lab Upgradation / Software and Licenses / Introduction of New Programmes Costs / Building Survery Cost		
	Balance		**0.00**