

CSR-Driven Outreach and Development Initiatives of HEIs in Bengaluru

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Available at <https://omniscientmjprujournal.com>

DOI: <https://doi.org/10.5281/zenodo.20624824>

ABSTRACT

Corporate Social Responsibility (CSR) and the cooperation between HEIs and corporations to integrate the activities of CSR and provide services to the better society. Bengaluru is known as Silicon Valley of India and higher learning institutions. The article discusses opportunities and challenges specifically in the Higher education institution and corporate collaboration in the light of CSR. To conceive the governance and integration of administration in all the institutions and roles and responsibilities in the CSR activity of staff and students. Impaction of the Outreach Department of the HEIs and stability of networking of different institutions. The qualitative research of secondary data, grounded on the policy papers and reports prepared by institutions of Bengaluru, CSR reports and research on the same carried out by academics will allow the study to explore a range of matters related to collaboration, such as skill development, community outreach, research support, digital infrastructure, and employability of students. The possible potentials observed by some of the key opportunities would be the prospect of value-oriented alignment of the HEIs and CSR objectives, greater societal engagement, and greater institutional capacity building. Other important issues that are discussed in the article include regulatory limitation in CSR frames, low level of awareness of the stakeholders in the corporation, administrative bottlenecks, implication of CSR activity and sustainability of long-term partnership. The paper emphasises the use of well-structured models of interaction, good governance structure and facilitation of policy level to enhance CSR-HEIs relationships. The article contributes to the debate on the topic of higher education and CSR by offering contextual data and recommendations on the way to make the relationships in the HEIs resilient, ethical, and productive.

Keywords: Corporate Social Responsibility, HEIs, Networking stability, Partnerships, Governance.

INTRODUCTION

CSR is developed into a social investment rather than an optional committed philanthropic practice due to legislation, ethical conduct of business and sustainable development expectations. HEIs have become important stakeholders in CSR activities. Whereas corporations contribute financial resources, managerial skills and technology, HEIs complement resources in terms of academic knowledge, research potential, institutional credibility and long-term involvement with the students and local communities. This intersectional view makes HEIs strategic partners that can transform CSR goals into valuable social outputs by means of education, skill building, research and outreach to the community. Especially in Bengaluru, the environment is rather favorable towards such collaboration because of a high level of concentration of corporate organizations and colleges in the city. There are hundreds of colleges in the city with a wide range of universities, which comprise the public universities, private and deemed-to-be universities, autonomous colleges and those

that specialise in technical and professional institutions. Together, these institutions have a substantial and varied student population and have comprehensive networks that are spread out to urban and peri-urban communities. As an example, Bangalore University and other universities that have replaced it, such as Bengaluru City University and Bengaluru North University have a population of over 500 colleges and serve more than 300,000 students. Besides, Bengaluru is also home to a number of private universities and stand-alone institutions that also contribute to the higher educational environment of the city.

In spite of this size and variety, there is little empirical knowledge on CSR engagement in the HEIs in Bengaluru. As much as some institutions have set up outreach centres, have been involved in CSR supported activities, there is no systematically collected evidence on the number of institutions active in CSR, the form and levels of their engagement, and the extent to which these activities are institutionally institutionalized as opposed to being ad hoc. Such a paucity of unified information clouds the real potential of the Bengaluru higher education ecosystem in the form of a collective CSR partner and indicates a major gap in the current research. This is an important gap that must be filled to evaluate the effectiveness, equity and sustainability of CSR-HEI collaboration and inform governance models that can exploit the full potential of higher education institutions in driving societal development.

CONCEPTUAL BACKGROUND

HEIs have a unique position as a centre of knowledge creation, and a socially-driven organisation with high levels of outreach potential, which makes them an ideal partner in CSR activities in digital infrastructure development, community health, environmental sustainability, and graduate employability skills development. Some of the private universities in Bengaluru, like Christ (Deemed to be University) and Alliance University, publicly report CSR-linked outreach in terms of health camps, blood donation drives, community development programmes and skill-building workshops held in partnership with corporate sponsors and NGOs. Nevertheless, in spite of such apparent ones, there is still little consolidated data on the extent to which many of the HEIs in Bengaluru are strategically planning, reporting or incorporating CSR-related activities into their overall institutional strategies. Most of the existing literature on CSR in higher education is general and not city-specific, and documentation of the practice has been on isolated instances and not long-term strategic partnerships. As a result, although the CSR-HEI cooperation in Bengaluru is evident and has great potential in terms of development, a research and reporting gap in terms of scale, institutionalisation, and quantifiable outcomes of its use on higher education and community development is also present.

THE BENGALURU HIGHER EDUCATION LANDSCAPE

Bengaluru has developed into one of the most diverse and fastest growing higher education settings in India, which includes public universities, private universities, autonomous colleges, and research specialised institutes. The Bangalore University and its successor organizations jointly accede over 500 colleges, which have a combined enrollment capacity of several hundred thousand students, which take up a variety of educational courses, establishing the city as one of the largest national centers of tertiary education. Among these institutions there are some interesting institutions with individual academic and outreach profiles. The Indian Institute of Science (IISc) is one of the most successful research organizations with both high-impact scientific production and the programmes in community engagement and societal outreach. Christ (Deemed to be University) is a large multidisciplinary institution, which has well-structured social action centres that help students engage in the community development activities. Jain (Deemed to be University) focuses on entrepreneurship and innovations whereas Alliance University records corporate social responsibility (CSR) outreach efforts like health drives and community service camps in partnership with external companies. The new private

universities (including RV University) and, to an even greater degree, the older institutions (PES University, RV College of Engineering, and Mount Carmel College) add to the heterogeneous institutional mix, characterised by a variety in the size of these institutions, their modes of governance, their disciplinary emphasis, their outreach activities. Regardless of the scale and variety of this higher education sector, however, no overall listing or systematic mapping yet exists as to how much the institutions of higher education in Bengaluru are proactively partaking of CSR-related activities, or how much they have formally included CSR concerns within institutional policy, governance, or strategic plan. The lack of unified evidence is a major research gap in terms of research concerning institutional involvement in CSR in India, which is why the empirical research is required that will record the patterns of participation, examine the motivation of the institution, and determine the impact of the CSR-related activities in the sector of higher education.

REVIEW OF LITERATURE

CSR and Its Development in the Indian Society.

Corporate Social Responsibility (CSR) in India has passed through a massive metamorphosis from philanthropic to a more regulated and institutionalised concept with the adoption of the Companies Act, 2013. According to the scholars, India is not the only country in which CSR spending is a legal requirement, which transforms corporate interaction with social developmental areas, such as education (Bansal and Rai, 2021). Nevertheless, on the one hand, compliance and reporting have become more efficient; on the other, the depth of the strategies of CSR activities is disproportionately distributed in sectors (Kumar and Singh, 2020).

According to Tilak (2015), CSR has been perceived as an additional source of financing of higher education, especially when government funding is on a decline. This change has now made HEIs a possible ally in the application of CSR, particularly in skills development, the establishment of infrastructure and serving the community.

Colleges and Universities and Community Involvement.

The place of HEIs in the community has been thoroughly discussed in the literature all over the world and in India as well. Gupta (2018) emphasises that outreach and extension activities and their implementation in Indian universities are an increasingly common social responsibility of the universities, yet widely fragmented and poorly institutionalised. In a way, Nair and George (2016) also point out that the governance and accountability mechanisms within HEIs have a considerable impact on the performance of external partnerships, including CSR partnerships. Agarwal (2019) highlights the importance of Indian HEIs migrating out of traditional teaching and research roles, and to a more interactive form of university that incorporates community development, industrial partnership, and applied research. Such an approach is in line with the National Education Policy (NEP) 2020 that clearly promotes closer industry-academia connections and community involvement.

CSR-HEI Collaboration and Institutions Capacity Building.

Available literature indicates that CSR-HEI partnerships can have a positive effect in terms of institutional capacity building. According to Reddy and Goyal (2017), industry relations such as CSR-based ones do not only increase curriculum relevance, research applicability, and graduate employability. They however warn that these types of collaborations tend to be aggregated in the elite institutions whereby the small and teaching oriented colleges are underrepresented.

Mitra and Borza (2019) maintain that the stakeholder engagement scales play a crucial role in the sustainability of higher education partnerships. Their contribution puts an emphasis on formal governance systems, collective decision making and open reporting as sustainable ways to sustain long term partnerships.

Challenges of Governance, Accountability and Reporting.

The problem of governance is an aspect that is common in CSR and higher education literature. According to Sethy (2018), leadership and institutional governance frameworks are a determining factor to the success of external partnerships; either strategic or transactional. Without specific CSR or outreach departments, HEIs find it hard to balance between compliance requirements, reporting, and impact measurement.

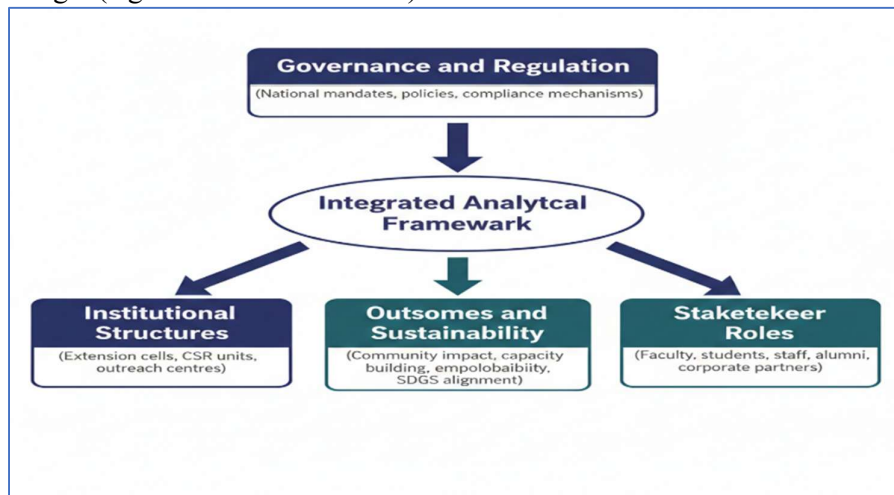
On the corporate level, Jamali and Karam (2018) argue that the CSR practices in developing nations have been more inclined on legitimacy and compliance in lieu of transformational effect. The discovery is reminiscent of Indian research that indicates a lack of documentation and impact measurement regarding CSR-HEI engagements (Kumar and Singh, 2020).

Literature Gaps in the Research.

Although previous research offers useful information on the CSR policy, higher education governance and industry-academia partnership, there exists a paucity of empirical literature that empirically charts CSR-HEI partnerships at the city or regional scale. Regarding Bengaluru, although it ranks among the most educational and corporate cities, there is a lack of research on the pool of the HEIs involved in CSR partnerships, their forms and the quantifiable outcomes of such partnerships in terms of the institutions and local community. The research gap highlights the essentiality of local, data-intensive research with the assistance of systematic governance and policy research.

ANALYTICAL FRAMEWORK

The paper applies an Integrated Analytical Framework to fill the gap between institutional goals and CSR results. Operational Dimensions and Linkages: Governance and Regulation: Assesses the intersections between national mandates (Companies Act 2013) and internal policies of the HEI. This dimension is also directly related to the observation that most partnerships are compliance-based rather than transformational. Institutional Structures: Explores the existence of special units such as the Bembala (St. Joseph's) or Centre for Social Action (Christ University). Stakeholder Roles: Evaluates faculty, student, and corporate partner power and participation. Outcomes and Sustainability: Measures the transformation between short-term projects that are transactional (e.g. blood drives) and long-term projects that are strategic (e.g. Amrita Live-in-Labs).



RESEARCH METHODOLOGY AND DESIGN

The study is purely based on secondary data and descriptive research design was adopted. The required secondary data were collected from various resources such as official reports from Higher Educational Institutions, Ministry of education reports, Govt of India, Journal articles

and other electronic resources. The qualitative secondary analysis was used in the study to synthesise the information contained in the corporate reports, institutional documentation and policy papers.

Stage 1: Data Identification and Preparation. This phase involved the compilation of the data based on particular sources, such as: Institutional Reports: Christ University Annual Reports (2022-23), St. Joseph's College of Commerce AQAR (2022-23) and Amrita Vishwa Vidyapeetham Sustainability Reports (2023-24). Policy Documents: National Education Policy (NEP) 2020 and the Companies Act, 2013. Scholarly sources: Journal articles discussing the trends of CSR in India (e.g., Bansal and Rai, 2021).

Stage 2: Coding Procedure. Data were deductively coded using the Analytical Framework. Original codes were "Skill Development," Compliance-based CSR, "Outreach Cells", and Industry MoUs.

Stage 3: Theme Development. Codes were clustered into more general themes to see patterns. As an illustration, the codes associated with the MoUs with Cisco/Wipro and AI workshops were grouped under the theme "Skill Development and Employability."

Stage 4: Validation and Synthesis. Results were compared to the NEP 2020 and Companies Act requirements to make sure that the analysis was contextually based on the current regulatory environment in India.

CSR–HEI COLLABORATION IN PRACTICE

Skill Development and Employability:

Skill Development and Employability: This is a critical pillar of any economy to the growth of industry and the economy. Skill development is one of the focus areas that institutions have adopted collaborations with corporates in the higher education sector in Bengaluru. Along with the existing technology centres at RV College of Engineering and PES University that work with industry partners to help close the skills gap in specific areas (e.g., MoUs with companies such as Cisco and Wipro - industry cells focus on placement-related skill development), more focused relationships have been formed. An example is that the school students of Kristu Jayanti College have participated in community outreach and AI/GenAI workshops with local children, developing a digital literacy outside the formal classroom, and demonstrating the preoccupation of the institution with future-oriented dissemination of technical skills that are currently in demand in the industry (e.g., Quick Build with AI - Gen AI Workshop with community members). Yet, as with most technical partnerships in the city they tend to be arranged on a department or club level as opposed to being captured systematically in formal CSR disclosures.

Community Outreach and Social Learning

CSR-aligned or social responsibility activities can be observed as the community outreach in Bengaluru in a wide range of institutional types: Jesuit Institutions (e.g. St. Joseph's College of Commerce and Jesuit educational institutions) have always incorporated community involvement into their educational mission. The St. Josephs college of college Bembala outreach programme reflects the Jesuit vision of education that is both academic and socially concerned, requiring students to visit the field, be exposed to the rural setting and engage in activities involving community work and developing leadership and empathy in students coupled with networking with NGOs government agencies and the potential corporate cSR partners to ensure service delivery and advocacy services.

The University of St. Joseph, Bengaluru, also defines outreach as an essential component of Jesuit education, a focus on exposure to community issues through experience, critical thinking, and social change, and systematic preparation and working stages that promote long-

term student engagement in the service of disadvantaged groups, and may connect to CSR models.

Alliance University still holds CSR-related events documented, like dental check-ups and blood donation drives, which are organised with organisations like Apollo Dental Care and Sankalp India/Rashtrathana Blood Bank, with which students and faculty are engaged in community health activities. Community awareness programmes on education, digital literacy, and pedestrian safety in local communities, administered by Kristu Jayanti College and University, and partnerships with NGOs, including the Diya Foundation, to develop adaptability skills in participants, can be seen as an integration of social outreach and engagement, which fits into wider CSR and community development objectives. Among an endless list of activities, not all of them are documented as any consolidated CSR collaboration with corporate partners, and systematic impact evaluation is not widely documented in institutional accounts.

Research Infrastructure, Innovation and National CSR.

Although Bengaluru research universities are experts in terms of industry sponsorship of innovation, CSR grants are intermittent and not always distinctly defined in published reports. Outside of the city limits, the examples of multi-campus institutions that have a presence in Bengaluru demonstrate how CSR can be consistent with research and sustainable development. Amrita Vishwa Vidyapeetham, a multi-campus research university including a campus at Bengaluru, formally bases its engagement on CSR priorities in line with the Companies Act and the UN SDGs and having thematic areas such as education, environment, gender equality, health and well-being, water and sanitation, and livelihood programmes, benefits large populations through field projects and through joint initiatives with communities and organisations.

As recent institutional leadership discourse at national CSR forums highlights, Amrita focuses on long-term CSR partnerships, community-co-designed interventions, and co-involvement of multi-stakeholders to empower tribal and marginalised communities, integrating technology (e.g. AI and digital inclusion) with livelihoods, financial literacy, and sustainable development strategies as aspects of community resilience efforts, as examples of how CSR synergies can be expanded into community transformation of research-linked community transformation beyond limited definitions of outreach.

Not strictly CSR labelled, however, the Live-in-Labs(r) model of Amrita where students and faculty live with communities to generate sustainable livelihood and education strategies together illustrates the potential of long-term models of collaboration to increase both the impact of the institutional research and community development.

All these instances can be seen as representing a wide range of CSR-focused engagement in the higher education community of Bengaluru - including student skills initiatives and community health campaigns, as well as institutionalized outreach based on Jesuit educational theory and national CSR debates about sustainability and community empowerment. Nevertheless, in the face of such abundant exemplars, there still stands a significant absence in formalised, institutional CSR reporting, systematic impact assessment and strategic responsiveness with formal CSR systems, particularly on an urban or industry scale - highlighting the necessity of future empirical studies, which maps, compare and evaluate the magnitude and depth of CSR involvement across HEIs in Bengaluru.

OPPORTUNITIES EMERGING FROM CSR–HEI COLLABORATION

CSR–HEI collaboration creates tangible opportunities that extend beyond policy intent and are increasingly visible in practice across Indian metropolitan contexts such as Bengaluru, where corporate presence and higher education density are high.

Institutional Capacity Building through CSR Support

Several corporations operating under CSR mandates have invested in strengthening the physical and digital infrastructure of HEIs. For instance, CSR funding by technology companies has helped to support the setting up of smart classrooms, state-of-the-art computer laboratories and innovation centers in engineering and management institutions in Bengaluru. Such initiatives help HEIs to modernize teaching-learning processes, introduce emerging technologies such as data analytics and artificial intelligence in teaching and learning processes, and boost the capacity for applied research. In some cases, CSR-funded laboratories are developed in partnership with industry, so that they are relevant to actual industrial practices.

Learning and Skill Development

CSR-HEI partnerships have made experiential learning possible via putting students in live community and industry-based linked projects. For instance, students from social work, management, and engineering programmes CSR-led initiatives relating to digital literacy, environmental sustainability and public health awareness. Through internships, fieldwork, and project-based learning underpinning CSR programmes, students gain hands on experience with solving problems, project management and stakeholder management, This practical exposure to connect the gap between academic learning and employability, especially in areas (skill development, social entrepreneurship etc.)

Increased Impact of HEIs as Implementing Partners in the Community

HEIs are frequently trusted intermediaries between the business community and the local community. In Bengaluru was CSR funded projects in areas such as slum redevelopment, sanitation, water conservation, and school education have been conducted through colleges and universities with existing community outreach centres. Faculty knowledge of social sciences, public health and environmental studies to needs assessment, programme design and impact evaluation. This academic involvement enhances the credibility, inclusion and sustainability of CSR interventions vis-a-vis short term externally driven projects;

National and Regional Development Priorities

CSR-HEI collaborations are closely aligned to the national policy frameworks like the National Education Policy (NEP) 2020, Skill India Mission, and Sustainable Development Goals (SDGs). For insatnce CSR efforts towards vocational training and upskilling digitally within HEIs facilitate the national goals on youth employability and inclusive growth; In the innovation ecosystem of Bengaluru, CSR partnership with HEIs also encourage entrepreneurship development, incubation support and technology transfer, strengthening India's larger agenda: knowledge-based economic development.

Emerging Research and Monitoring inefficiency

In spite of the visibility of these initiatives, systematic documentation of CSR-HEI collaborations is still working with limited There is not enough real-time data about the number of HEIs in Bengaluru Linked CSR partnerships Scale of funding involved Long-term institutional effects and community effects This proves the need for a structured monitoring frameworks, standardised impact indicators and longitudinal studies to assess the effectiveness as well as sustainability of CSR-HEI collaborations.

Disturbances and Governance Issues- of CSR-HEI Co-operation

The policy environment is favouring and the corporate and higher education institutions are aggregated in Bengaluru, CSR-HEI collaboration still has a number of structural, operational, and governance-related issues which is a constraint its effectiveness in the long-term.

Emphasis on CSR Regulatory on Compliance

The regulatory requirements in India under the Companies Act, 2013, that focus on financial reporting, audit compliance, and annual disclosure are critical factors defining Corporate CSR engagement in India. Due to this, most corporations are now becoming compliance-based and focusing more on short-term, reportable activities than more profound and strategic relationships with HEIs. This tends to cause project-based partnerships with very little continuity which limits chances of curriculum integration, long-term research partnership or long-term community impact.

Lack of HEI Institutional CSR Policies

Many of the HEIs in Bengaluru do not have formal internal policies or even specific units to handle CSR engagement. Without formalized CSR or industry-community liaison cells, relationships are likely to be based on faculty initiatives and not institutional strategy. This leads to piecemeal engagement, poor institutional learning, and exposure to discontinuity with the change in personnel.

Resource and Capacity Constraints

Smaller colleges and teaching-based institutions tend to be constrained in terms of administrative, financial and skilled staff needed to design, implement and monitor CSR-funded initiatives. Compliance management requirements, reporting and coordination of the stakeholders may be especially difficult in the institutions lacking the set research offices or outreach centres thus limiting their involvement in the CSR partnerships.

Inadequate Documentation and Impact Measurement

There is also poor systematic documentation of CSR-HEI interventions in the universities of Bengaluru. Not many institutions have centralized databases that describe the type of CSR alliances, amount of investments, areas of thematic focus, or outcomes of these activities. Lack of standardized monitoring and evaluation frameworks restricts transparency, accountability and long-term institutional and community level impacts evaluation.

Implications on Governance and Sustainability

Enhancing institutional processes at HEIs, promoting CSR participation over a period of time, and creating standard reporting and impact evaluation instruments will help in the achieving of better transparency, accountability, and sustainability of CSR-HEI partnerships in Bengaluru.

Bringing together CSR and HEI into a Structured Governance Framework

To enhance transformation of CSR-HEI partnerships beyond disjointed, project-focused interactions into viable and sustainable partnerships, it is necessary to have in place a clear governance framework. Such a framework must combine institutional strategy, regulatory compliance, and stakeholder accountability and still be consistent with the main academic mission of HEIs.

HEI CSR Policies: Institutionalisation

The HEIs should implement official CSR engagement policy that will explicitly define goals, thematic areas of priorities, roles and responsibilities, and conformity to the teaching, research, and community engagement requirements. The integration of CSR in the institutional approach to strategy guarantees an institutional continuity, minimization of reliance on any particular effort to be made as well as enhancing accountability in the organization.

Establishment of special CSR Cell and Outreach Department

Formation of special CSR or outreach cells at HEIs is essential in dealing with partnerships, stakeholder coordination, as well as compliance of regulatory and reporting. The units would

be able to act as a one-stop shop to the corporate partners, assist in the proposal development, supervise the implementation as well as contribute to the monitoring and assessment process.

Joint Governance and Structures of decision-making

Successful collaboration entails the establishment of joint governance systems that will entail the participation of a representative of corporations, HEIs, and in the appropriate case, the community stakeholders. These bodies are able to supervise the process of project selection, allocation of resources, management of risks, and performance analysis, hence ensuring transparency, shared ownership and strategic focus.

Clear Reporting and Impact Evaluation Systems

Standardized reporting systems and instruments of impact evaluation to record the financial contributions, institutional contributions as well as community contributions. These difficulties indicate the need for model structures of governance that go beyond the compliance-based CSR to the joint, resultant partnerships. Improving institutional processes at HEIs, encouraging CSR participation over a period of time, and developing standard reporting and impact evaluation instruments are critical in the attainment of improved transparency, accountability and sustainability of CSR-HEI partnership in Bengaluru.

Bringing CSR & HEI - Structured Governance Framework

In order to change CSR-HEI partnerships from being disjointed and project-focused to viable and sustainable partnerships, it is necessary to have in place a clear governance framework.

The long-term models inculcate trust, cumulative impacting, and empowerment of the role of HEIs as knowledge partners in social development. Through such a formal system of governance, the HEIs in Bengaluru will be able to stop relying on the ad-hoc CSR activities and begin to have strategic, sustainable and socially relevant partnerships that can make a difference in the development of the institution and transformation within the community.

Implications and Institutional Strategies on how to enhance CSR-HEI Linkages

To increase CSR-HEI cooperation in Bengaluru, there is a need to activate the policy level and institutional level simultaneously. The actualization of collaborative potential into lasting effect lies in the facilitation of regulatory landscapes, active institutional leadership and tactical corporate interaction.

Policy-Level Implications

Influential policymakers are important in guiding the course and standards of CSR-HEI partnerships. In addition to the financial compliance requirement, the policy frameworks must be proactive in promoting strategic academic partnerships by providing supportive policies and incentives as well as rewards. It can be advisable to clarify that academic research, capacity building, and innovation-driven initiatives are within the bounds of CSR provisions to encourage corporations to be more active on their side regarding liaison with the HEIs. Transparency and comparability among institutions can be facilitated through the development of standardised reporting and impact assessment guidelines.

Institutional Strategies in HEIs

Leadership needs to consider involving CSR in the running of the HEIs and not as peripheral in their development. It can be more compliant with the teaching, research and community engagement requirements by integrating CSR targets into institutional development plans, academic frameworks and outreach plans. The additional institutionalisation of the CSR collaboration might be implemented through the establishment of special CSR units, the rewarding of the staff participation, and incorporation of the communal projects in the curriculum.

Corporate CSR Strategy Reorientation

Corporations ought to extend the CSR strategies to include initiatives that are long-term, grounded on partnerships with the HEIs centered on research collaboration, skill training, innovation, and building institutional capacity, as opposed to short-term and compliance-only initiatives. The strategic involvement of academic institutions helps corporations to draw upon the expertise of domains, guarantee sustainability of interventions, and produce quantifiable social and developmental impacts.

Together, these policy and institutional interventions can help develop more long-term, open, and result-driven CSR-HEI partnerships, making higher education institutions fundamental players in the process of regional and national growth.

CONCLUSION

CSR partnerships between Corporate firms and Higher Education Institutions (HEIs) in Bengaluru have a lot of potential in terms of reaching out and developing societies, building institutional capacity and empowering students. Nonetheless, this commitment is not reflected in the current partnerships which are relatively disjointed, under-reported, and poorly incorporated into the long term academic and institutional plans. There is still a critical research gap in terms of the systematic mapping of the level of CSR participation of HEIs in Bengaluru and the type of partnerships and their quantifiable institutional and community outcomes. This gap should be filled by means of constructive documentation, better governance frameworks, and facilitative policy interventions to increase the effectiveness, transparency and sustainability of CSR involvement in the higher education sector.

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