



**MINUTES OF THE FOURTH MEETING  
OF THE ACADEMIC COUNCIL**

**Venue: Board Room of the University  
Date: May 16, 2015 at 11.00 AM**

## **Minutes of the Fourth Meeting of the Academic Council of the IIMR University**

The fourth meeting of the Academic Council of the University was held on May 16, 2015 at 11.00 AM in the Board room of the University. Dr. S D Gupta, the President of the University chaired the meeting. The following members participated in the meeting:

1. Dr. S D Gupta, the President as Chairman of the Council.
2. Dr. Ram Narain, Member (Who Chaired the Meeting)
3. Dr. Vivek Padgaonkar, Member
4. Dr. Ashok Kaushik, Member
5. Dr. S K Puri, Member
6. Dr. Santosh Kumar, Member
7. Dr. Seema Mehta, Member
8. Dr. Vinod Kumar, Controller Examinations
9. Bajrang Lal Sharma, Member Secretary.

At the outset, Dr. S D Gupta, the Chairman of the Council welcomed all the Members of the Council. He apprised the members in brief about the developments and various activities taken place after the Third Meeting of the Academic Council.

Dr. Bulbul Sood, Dr. Arun Dutta, Brig. N. S. Mani, Shri K. Shiva Kumar, Shri Sudarshan Srinivas and Dr. Faujdar Ram were granted leave of absence. After confirming the quorum, the agenda of the meeting was taken for discussion.

Dr S D Gupta requested Dr Ram Narain to Chair the Meeting, acceding to his request Dr Ram Narain Chaired the Council meeting. The summary of decisions and discussions held in the meeting is as under:

### **1. The Confirmation of the Third Meeting of the Council dated February 16, 2015**

The Minutes of the Second meeting of the Academic council held on February 16, 2015 were mailed to all the members of the council on May 18, 2015. No comments or observations have been received so far on the minutes from the

learned members. Therefore, the Council unanimously confirmed the minutes of the second meeting held on. February 16, 2015.

## **2. Review of Action taken on decisions of the Third meeting**

The action taken report on the decisions/observations mentioned in the minutes of the Third Meeting of the Council was considered in the meeting. All the members of the Council expressed their satisfaction on the report.

## **3. Reporting and ratification items:**

### **a. Visit by UGC expert committee**

Dr. S D Gupta, the President of the University and the Chairman of the Council apprised the Council that a nine member UGC Expert Team led by Dr, Sabyasachi Basu Raychoudhary visited the University on April 17-18, 2015. The UGC team was inclusive of 03 nominees of the All India Council of Technical Education (AICTE). He further explained that pursuant to the provisions of the University Grants Commission Act, 1956, the University filed its application before the UGC on November 11, 2014 for inclusion of its name in the list of Universities maintained by the Commission. The UGC constituted an Expert team to carry out on the spot assessment of fulfillment of the criteria in terms of the academic programmes, faculty, infrastructural facilities, financial viability etc as laid down by the UGC and other regulatory bodies.

Dr. Gupta also informed the Council that the UGC team physically verified all the infrastructural facilities and examined the documents and records of the University. The team went in details of all the vital processes of the University like admissions, examinations, teaching, curriculum design, research projects, training, recruitment of faculties and staff, financial transactions etc. They had separate meetings with the faculty members, students and the support staff. Dr. Gupta stated that the Expert Committee was appreciative of the organizational culture, transparency in various processes, placements, Curriculum design and research activities of the University. The Committee also advised the University for Improvement in the existing personnel and financial systems.

The Council noted the details of the event and appreciated the preparations and efforts of the University in this regard.

**b. Academic Calendar, Examinations, Results and Convocation (2014-15)**

Dr. Ashok Kaushik, Dean, Academics and student affairs apprised the Council that the Schedule of the academic calendar for the Year 2014-15 has been adhered and the timelines especially with regard to starting classes, holding examinations, placements, declaration of results and organizing the Convocation have been honoured. He apprised the Council that the schedules for holding supplementary examinations, presentations and declaration of results were slightly difficult but with the active support of the faculty it could be accomplished in time.

Dr. Kaushik further informed that the Convocation for the graduating students of various programmes in the academic year 2014-15 is being held on May 20, 2015. Dr. Hari Gautam, former Chairman of the University Grants Committee will be the Chief Guest of the Convocation. Dr. Kaushik extended the invitation to all the members of the Council to grace the occasion.

The Council noted the details and expressed its satisfaction on the adherence of timelines given in the calendar and also observed that the University faculty should be cognizant of the emerging market competition in health care education. In order to maintain or enhance the market share the University has no choice but to focus on desired quality inputs based on regular feedback.

**c. Constitution of Academic Audit Committee**

Dr. S D Gupta, the Chairman of the Council informed the Members that the IIHMR University is primarily a research University which believes in integrating research with teaching. It constantly aims at high quality instructions, raising student learning and achievements. In order to maintain and improve the quality of teaching inputs and to verify the extent of attainment of the objectives of the academic programmes in a systematic manner, an Academic Audit Committee of the University has been constituted. He further stated that the overall objective of the Committee is continual quality enhancement in the core activities of the University.

Dr. Gupta explained before the Council that the Academic audit will be done annually and the audit process will start sometimes in November- December every year and the academic audit report will be prepared within sixty days of announcement of results.

He informed the Council that the draft Audit report of the Committee will be shared and discussed first with the Deans and the President of the University and after finalization of the report; it will also be shared with the Boards of Studies, Academic Council and the Board of Management. The Compliance report/ Action Taken report will be prepared by the senior most Dean and submitted to the Academic Council and a Copy thereof will be given to the convener of the Academic Audit Committee.

The Council noted and appreciated the vital initiative focusing on quality assurance in the core activities of the university. Dr. Ram Narain, the Chairman of the Meeting was of the view that there should be broad policies on academic processes followed by standards, intent and measurable elements in the activities so that audit becomes relevant and result oriented. He also emphasized that after the receipt of the audit report, corrective action and preventive actions (CAPA) should essentially be taken accordingly so that audit remains useful.

#### **d. Updates on promotional activities**

The Council discussed the marketing activities being pursued through the Adfactor and the IHMR Digital Team for the core activities in detail. On a specific query from the members of the Council it was clarified that the University Budget for the promotional activities is about Rs. 1.5 crore out of which about Rs. 50 lakhs are given to Adfactor for their digital and PR work. It was further clarified that on April 9-10, at the time of admission interviews of the students, the students revealed that they took the decision of applying to the University on the sole basis of word of mouth they heard from their colleagues, friends or relatives. None of the applicants reported to be influenced by the promotional activities being carried out by the Adfactor or by advertisements, posters and social media.

Dr Ram Narain explicitly observed that there is no correlation between the promotional activities and number of admission applications. The advertisements can help in brand visibility but cannot enhance the number of

applications. He opined that brand equity can only be developed by experience of the consumer (in our case the students) not by advertisements. He categorically observed that the product creates the brand but the vice versa is not true. Therefore the learning and other experiences of the students with the University are the hall mark for creating the brand.

Dr. Seema Mehta observed that the promotional activities are also required for the equity of the programme and better visibility in the competitive market.

Dr. Padgaonkar stated that the University should focus more on spreading word of mouth through their students and Alumni and the marketing expenditure should not exceed 3 to 5 percent of the revenue receipts.

After having threadbare discussion on the issue, the Council uniformly observed as under:

- (i) The University should concentrate its efforts on spreading the word of mouth for its Courses and other core activities.
- (ii) Alumni are the most reliable ambassadors. Capitalize on their strength.
- (iii) The faculty must visit the well targeted colleges/schools and the faculties from such target colleges may also be invited to the University.
- (iv) The Graduating students should be fully satisfied with the teaching inputs, facilities, behavior of the University faculty and staff. A fully contented student can prove to be the excellent solicitor for the University. They are the real brand builders.
- (v) There should be independent system of feedback at all levels. The University should be highly sensitive to the skill related needs of the student/ participant. A disgruntled student/ participant can harm the organization beyond imagination.
- (vi) The University may objectively decide the cap on advertisement based Marketing expenditure and the digital and social site promotional activities may be managed in-house.

### **Placement updates**

The Council considered and noted the information on placements. Dr. Ram Narain and Dr. Padgaonkar observed that despite hundred percent placements in the Pharmaceutical Course, the small number of applications for admission is

beyond comprehension. The Chairman of the Council was of the view that the faculty of the SPM should revisit the Curricula, teaching strategies and other processes of the Course so that some insight may emerge for the improvement. They also put a word of caution that the University should focus more on equipping the students with the best employable skills but it should not work as a placement agency. Its role can be of a facilitator.

**e. Status of admissions for the Academic Session 2015-16**

The Council considered and noted the information on status of admissions in the academic session 2015-16. It Council showed its concern on the poor response of the applicants in the new courses and in Pharmaceutical and Rural Management Course. The Council was of the uniform view that the new courses are super specialty courses in healthcare, therefore the initial response is low but the courses are highly relevant and have great potential.

Dr. Ram Narain also suggested that the University may administer a questionnaire to the current students about their preference to the new courses. There can be one of the many questions that why they did not opt for the specialty courses? The inputs/ feed back of the students will be quite revealing and relevant. He also observed that answer to the lukewarm response of the applicants for the Courses lies in the market (in this case, the students or their parents). He was of the firm view that we shall have to slog for better response, it is inevitable.

The Council also suggested that the response of the MPH Course is quite encouraging but the bottlenecks in the process be removed in regular consultation with the Johns Hopkins admission office. The University must have uninterrupted communication with the applicants and should also be aware of individual stages of the admission process for every applicant. The follow-up with the students as well as with the Johns Hopkins can certainly yield better results.

**f. National Conference on Urban Health**

The Council noted the details of the event and appreciated the efforts of the organizing committee. Dr. Padgaonkar was of the view that invitation for such conferences being held in the University should also be sent to the members of the Academic Council and Board of Management in future.

**g. State of Research Projects undertaken by the University**

The Council noted the details of the Research activity in the University. Dr. Padgaonkar observed that Health is one of the important Million Development Goals which finds mention in the provisions of the Companies Act. The University may make efforts to write projects under the Corporate Social Responsibility (CSR) and partner with some corporate houses in research.

He further suggested that the University should partner with eminent consulting firms like KPMG for pursuing research especially on health related areas as such consulting organizations are well known and get big projects but do not have any capability with them. If The University having rich legacy and capability in healthcare join hands with a reputed consulting firm, this combination can result in wonders.

**h. Updates on the Management Development Programmes**

The Council considered the details of the MDPs and appreciated the efforts. Dr. Padgaonkar reiterated that the MDPs should be preferably 2-3 days long and the key note speakers should be from the eminent league. He was of the firm view that MDPs and Trainings still have greater potential and can be harnessed by organizing the MDPs at a convenient place. He further suggested that the Key note speakers and topics should be identified keeping the market in mind.

**i. Published work**

The Council noted the information and observed that the University faculty may improve and may publish more on the themes related to emerging trends/ issues on health.

**j. Faculty retreat**

The Council noted the information and commended the initiative of the University. Dr. Padgaonkar suggested that such events be organized twice a year.

#### **4. Issues for Discussion and Decision:**

##### **(a) Fixing honorarium/ fee for guest faculty, paper setters, examiners**

The Council considered the details and approved the honorarium/ sitting fee for the guest faculty, paper setters, examiners and moderators. The Council also authorized the President to modify or amend the rates on the basis of emerging circumstances.

##### **(b) Annual calendar and examination schedule for 2015-16**

The Council discussed in detail about the Annual Calendar and examination Schedule for the Academic Year 2015-16. The Council approved the schedule and also observed that looking to the prevailing circumstances; the Dean Academic and Student affairs in consultation with the President may amend the Calendar in larger interest of the student community. It was also observed that such amendment should be well within the mandate provided under the provisions of the IIHMR University Act.

##### **(c) Annual Report for the Year 2014-15**

The Council considered the document of First Annual Report 2014-15. The Council observed that the document manifestly reflects the activities undertaken by the University and the activities so performed in the year 2014-15 are solely dedicated to the objects of the University. In view of the Council the University is taking all necessary steps to act in pursuance to the spirit of the statutory provisions.

##### **(d) New Programmes, Feedback on Curriculum and Quality Teaching**

The Council noted the information. It was observed by the Council that the University should make the Feedback of students, employers, industry participants and other stakeholders more objective and important. The feedback may be analyzed and necessary corrective/ preventive action should follow without losing time. The Council was of the firm view that periodical improvement in the teaching and instructions can help the university maximum for creating a durable brand equity.

**(e) Rationalization of Sanctioned intake of various Programmes**

The Council deliberated threadbare and observed that the intake in Ph.D., Pharmaceutical and Rural Management Course may be rationalized looking to their intake in last three years. The Council found it appropriate to bring down the intake of these courses to 50%.

The Council discussed in detail about increasing the existing intake of Health and Hospital Course (the flagship programme). Dr. Puri was of the view that the flagship programme of the University has far bigger potential to attract more students therefore; the intake may be enhanced to 180. He further added that in the Second year of the Course adequate options of specialization (from a basket of elective courses) may be given to the students. Dr. Seema Mehta observed that if we increase the number of seats in the flagship Course, the course will lose its luster. Dr Ram Narain and Dr Padgaonkar were of the opinion that the flagship programme should strike the balance in demand and supply. They also put a word of caution that new competitors are emerging in the health care education market therefore; the University must concentrate more on strengthening the flagship course. If we do not consolidate and strengthen, we may lose the turf to the competitors.

The Council was also in one accord on this issue that flagship programme needs to have rigour, quality inputs, dynamic curriculum and skilled faculty. The Council further observed that the faculty members are required to be cognizant of the market forces and emerging might of the competitors. The faculty cannot afford to be complacent; the faculty shall have to maintain the lead to excel in the market. No promotional activity will work if the programme is static and devoid of rigour, challenge and quality inputs.

**f) International students**

The Council deliberated on the issue of admissions of the International students. The council was of the uniform opinion that the University should be open for students from all parts of the Globe. The fee structure of the international students for the first year may be equivalent to the Indian students on the prevailing exchange rates. Their visa and immigration etc shall be governed by the rules and regulations of the Ministry of Home Affairs and the UGC. The Council further observed that the University may

make efforts to be the best centre for higher learning in healthcare management and research in the SAARC countries.

**5. Any other matter with the permission of the chair.**

**(i) Academic Collaboration with Yuva Healthcare, Gurgaon**

Dr. Puri and Dr. Santosh Kumar apprised the Council that Yuva Healthcare, Gurgaon has proposed to have academic collaboration with the University. It has submitted a proposal to offer a two year Masters program in Allied health. It was also informed that Yuva Healthcare has a high-tech Simulation centre which can be used for internship of the students. Dr. S D Gupta further informed the Council that Chester University is a global leader in Nursing and the infrastructure of the Chester University, one of the collaborators of the IIHMR University, can be used for such a Masters programme in Nursing.

Dr. Ram Narain observed that a Masters programme for para medicals from the Research University of high stature will be an over qualification and the University should be very careful for designing such courses. The Council finally took a decision that the University should seriously examine and deliberate first on the new course, possible collaborations and all related aspects. If need arises, the matter may be put in the next meeting of the Council.

**(ii) The Academic Collaboration with the Centre for Micro Finance**

Shri Bajrang Lal Sharma, the Registrar of the University apprised the Council that Centre for Micro Finance (CMF), a Jaipur based registered society has proposed for an academic Collaboration with School of Rural Management for a post graduate Diploma course on Micro Finance. He further informed that the CMF has already been offering a Four month Certificate Course for last three years.

The Council was of the Uniform opinion that issues of collaboration are very sensitive and the University should be very careful while entering in to a partnership/ collaboration. It further observed that the University should collaborate/ partner only with such organizations which are prestigious and reputed. The council finally observed that certain run-of-

the-mill academic courses do not have anything to add to the legacy of the University. Therefore the University may examine the proposal in light of the observations of the Council.

The Meeting ended with thanks to the chair.