



**MINUTES OF THE FIFTH MEETING
OF THE ACADEMIC COUNCIL**

**Venue: Board Room of the University
Date: September 19, 2015 at 11.00 AM**

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Minutes of the Fifth Meeting of the Academic Council of the IIHMR University

The Fifth Meeting of the Academic Council of the University was held on September 19, 2015 at 11.00 AM in the Board Room of the University. The following persons 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. Faujdar Ram, Member
5. Dr. Ashok Kaushik, Member
6. Dr. S. K. Puri, Member
7. Dr. Santosh Kumar, Member
8. Dr. Seema Mehta, Member
9. Dr. P R Sodani, Dean, Training (Special Invitee)
10. Dr. N K Gurbani, Prof, School of Pharmaceutical Management (Special Invitee)
11. Dr. Goutam Sadhu, Associate Dean, School of Rural Management (Special Invitee)
12. Bajrang Lal Sharma, Registrar and Member Secretary

First of all, Dr. S.D.Gupta, the Chairman of the Council greeted all the Members of the Council. He introduced Dr. Ram Narain, Dr F. Ram and Shri Vivek Padgaonkar to the other members of the Council. Thereafter, he requested Dr. Ram Narain to Chair the Meeting and acceding to his request Dr. Ram Narain Chaired the Fifth Meeting of the Council.

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

Dr. S.D.Gupta, president of the University initially apprised the members succinctly about the various developments taken place in the preceding quarter. He informed the Council about the response of the students to the new courses being offered by the University, admission process and about the growth roadmap of the University for next five years. He informed the Council about the hiring of KPMG, a Swiss cooperative (consulting firm) and its recently submitted reports on growth and transformation of the IIHMRU.

The summary of discussions and decisions taken in the meeting is as under:

- 1. The Confirmation of the Fourth Meeting of the Council dated May 16, 2015**
Shri Bajrang Lal Sharma, Member Secretary of the Council apprised the Chairman that the minutes of the Fourth meeting of the Academic Council held on May 16, 2015 were mailed to all the members of the council on May 18, 2015. As no comments or observations have been received so far on the minutes from

the learned members, the Council unanimously confirmed the minutes of the Fourth meeting held on May 16, 2015.

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

The Action Taken Report on the decisions/observations recorded in the minutes of the Fourth Meeting of the Council was considered and deliberated in the meeting. All the members of the Council expressed their satisfaction on the Action Taken Report except the following observations:

- (a) Dr. Padgaonkar observed that the Organization of Pharmaceutical Producers of India (in short OPPI) may extend all possible help to the University in academics, training and conducting research. He also assured to connect the University with Pharma Companies on various activities of mutual interest.
(Action- Dr. Ashok Kaushik and Dr. N K Gurbani)
- (b) Dr. Ram Narain stated that the MPH programme is a high value Course and has the potential to attract good number of students from diverse backgrounds. In his view an appropriate market strategy and close liaison with the JHU admission office can certainly increase the size of the cohort.
(Action- Marketing Manager and the in charge MPH Programme)

3. Reporting and ratification items:

a) The report of the UGC team

Shri Bajrang Lal Sharma, The Registrar of the University apprised the Council that after having visited the University campus on April 17-18, 2015, the Expert Committee of the University Grants Commission (In short the UGC) submitted its report to the Commission. The Commission has in turn sent the report to the University seeking its comments. The Expert Committee recorded certain advisories in the report for the University. The University finally submitted its compliance report on the report of the UGC Expert Committee on June 15, 2015. The advisories of the Expert Committee were shared with the Members of the Council.

The Council noted the information.

b) Status of admissions in the current academic session in various programmes:

It was informed in the Council that in the academic year 2015-16, the admission process in all the programmes is over and number of admissions in the academic programmes being offered by the University has been as under:

S. No.	Name of the Course	Admitted Students
1.	MBA in Health and Hospital	127
2.	MBA in Pharmaceutical Management	28
3.	MBA in Rural Management	08
4.	MBA in Human Resource Management	11
5.	MBA in Health Economics, Finance and Insurance	-
6.	MBA in Procurement and Supply Chain Management	-
7.	Master Of Public Health (3rd cohort)	15
	Total	189

The Council noted the information and expressed its concern on zero enrolment in two new academic programmes. Dr. Ram Narain while chairing the meeting observed that all the academic programmes of the University are well designed, highly relevant and have the strength of creating their own demand in the healthcare market. He emphasized that the quality of instruction at the University needs to be distinctly superior so that it gravitates prospective students irrespective of the pricing of the course. Shri Padgaonkar reiterated the view and stated that in India quality products are in high demand and price is irrelevant. Furthermore, the Council observed as under:

(i) The University has a legacy of premium delivery of services. The client is a value seeker and quality is the only concern of the client. Besides quality, it is a question of appropriate targeting and segmentation.

(Action- Dr. Ashok Kaushik, Dean, academics and Marketing Manager)

(ii) that the new MBA programme in Human Resource Management and Rural Management (under the SRM) be delivered in the best possible way so that the students of these programmes themselves may spread the word of mouth which will help attract more number of students in next academic session. The teaching faculties of the programmes need to be conscious of the skill needs of the students.

(Action- Dr. Goutam Sadhu and Dr Tanjul Saxena)

(iii) The issue of changing the nomenclature of the programme of Health Economics and Finance and Insurance was also discussed. Dr. Seema Mehta stated that the Masters programme in Health Economics and Finance seems more logical to put across the spirit of the Course. It was also suggested that the word "Insurance" be dropped from the Course as it is a specific programme in itself. It has also been suggested by Dr. Monica Choudhary who initially designed the Course but after discussions with many prospective students and senior academicians of the discipline has proposed that the nomenclature of the programme be amended. The Council deliberated on the matter and approved the proposed nomenclature- "Masters in Health Economics and Finance" in place of MBA in Health Economics, Finance and Insurance. The curriculum of the programme may be revised accordingly.

(Action- Dr. Monica Chaudhary, Dy Registrar, Academics and Manager Marketing)

(iv) On the new programme in Procurement and Supply Chain Management, Dr. N K Gurbani informed the Council that some Universities have launched the same course online and that too on half of the price; this initiative has adversely affected the admissions in the University. The Council was of the uniform view that the programme fulfills all the requirements of employability and the market. Therefore, the University should reach out to market the course appropriately. It was also observed that online Course has a different clientele and it cannot substitute a fulltime academic programme. **(Action- Dr. N. K. Gurbani and Manager Marketing)**

c) Report on academic activities and annual calendar

The Council noted the contents of the academic activities and the annual calendar.

d) Marketing Strategy for the academic session 2016-17

Dr. S.D.Gupta, the president of the University apprised the Council about the promotional activities undertaken by the University. He reiterated that it has been revealed by most of the students admitted this year while facing their personal interviews at the time of admission that they were influenced by the word of mouth publicity and not by any other marketing activity of the University. He further stated that in the current academic year the University could arrest the declining trend in admission applications.

Dr. Ram Narain observed that it is absolutely imperative for the University to go for marketing as it creates brand equity in the long run and makes the people feel that you exist in the market. He stated that Cadbury, Colgate and even top business schools do opt for marketing solutions just to maintain or enhance their market share. Shri Padgaonkar opined that the IIHMR has tremendous brand value in the country and there is huge opportunity in the healthcare sector. He was of the view that the core activities of the University- academic, research and training are of great consequence to the national agenda on public health therefore, appropriate marketing can help tremendously.

The details of admission applications received in various courses in the academic year 2015-16 were analyzed in the meeting. The comparative figures of admission applications for various academic programmes of the university are as under:

S. No.	Name of the Course	Applications received in 2014-15	Applications received in 2015-16
1.	MBA in Health and Hospital Management	304	314
2.	MBA in Pharmaceutical Management	26	42
3.	MBA in Rural Management	02	11
4.	MBA in Human Resource Management	-	13
5.	MBA in Health Economics, Finance and Insurance	-	2
6.	MBA in Procurement and Supply Chain Management	-	1
7.	Master of Public Health	160	253
	Total	492	636

The Council expressed its satisfaction on the indications of recovery in no of applications received. The Council also endorsed the decisions taken in the meeting of Deans and senior faculty members of the University held on August 30, 2015 on promotional activities.

e) Organizing Pradanya, 2015

Dr. Ashok Kaushik, Dean, academics and student affairs apprised the Council that the University is organizing 20th Pradanya, the annual International Conference on **Universal Health Coverage- A Road Map for 2020**. He further stated that the conference will be held on October 03 -04, 2015 and the venue of the Conference is Hotel Royal Orchid, Tonk Road, Jaipur. He requested all the members of the Council to grace the occasion.

The Council noted the information.

f) State of Research Projects undertaken by the University

The Council noted the details of the research undertaken and research projects completed by the University. Dr. F. Ram enquired about the provision of in-house research grants and its procedure of approval. Dr. S D Gupta explained that there was an in-house budget provision of Rs Twenty lacs in the year 2014-15 and the provision of Rs. Twenty lacs have also been kept for the year 2015-16. He further explained that in-house research proposals are sanctioned by a committee headed by the President of the University and thereafter the approvals are reported to the Council in the next meeting. The Council also observed:

(i). Business of presentations and writing projects is a fine art and for getting the research project awarded, this art is of paramount importance. Therefore, the University needs to develop a dedicated team fully equipped with the skill.

(ii) The University has a brand name and quality but the question of packaging and selling it is equally important. The University team should be aware of this aspect of the research market. The University also requires focused review of its research work on close intervals.

(Action- Dr. D K Mangal, Dean Research)

g) Updates on the Management Development Programmes

Dr. P. R. Sodani, the Dean Training informed the members of the Council about the capacity building activities undertaken by the University. The Council noted the details of the trainings and Management Development Programmes(MDPs) being offered by the University while observing as under:

- (i) There should be at least one flagship MDP of the University wherein partnership of some global leader maybe sought and the key speakers should also be well known subject experts. It will position the University in the league of best trainers.
- (ii) While organizing the MDPs the University may call subject experts of national /international repute to popularize the MDPs. The registration in MDPs and trainings is bound to accelerate when it is marketed with a stalwart's name.
- (iii) The appropriate marketing strategy can make the MDPs vibrant and can attract clients.
- (iv) Durable and strong networking with industry and feeder institutions may help the University to harvest the low hanging fruits in MDPs.
- (v) The quality training inputs by the key speakers and state of the art infrastructure is bound to record greater participation. The word of mouth publicity works everywhere but the University has to be distinct in delivery of the services. **(Action- Dr. P R Sodani, Dean Training)**

h) Faculty Publications and participation in conferences & seminars

Dr. S D Gupta, the President informed the Council about the publication of research papers and Participation in seminars / conferences by the faculty members. He also informed about the in-house publication of the quarterly journal of the University- Journal of Health Management being published in collaboration with Sage Publications. The Council noted the information but also observed as under:

- i. The Universities, in general, are the nerve centers of research publications. Therefore, the Council suggested improving the quality and quantity of the research publications in peer reviewed journals.
- ii. There is a slogan in western Universities -"Publish or Perish." The faculty members of the University may consider it for their active involvement in research publications. Research publication is a primal need for survival of a University teacher.
- iii. The research publication work may be periodically reviewed and while sharing the details of the published work time lines be mentioned.
(Action- The President's Secretariat, Dr. A.K. Kaushik, Dean Academics, Dr. D.K. Mangal, Dean Research)

g) Establishing University-Industry Interaction Cell

Shri Bajrang Lal Sharma, Registrar of the University informed the Council about the recently created University- Industry interaction cell under the Chairmanship of the President. He further stated that this cell has been established on the suggestion of the UGC expert Committee and the cell has been created primarily to bridge the gap between knowledge creation and its application in industry for larger public good. In order to create perfect synergies in the core activities of the University and the industry through mutual cooperation amongst faculty members, industrialists, researchers, trainers, managers and policy makers; a cell has been created in the University.

The Council was of the view that such a cell will connect the University activities with the Industry. Shri Padgaonkar observed that OPPI can help to connect the University with Pharma industry and an enduring relationship can be established with good pharma companies based on mutual benefit.

j) Setting up of Internal Quality Assurance Cell

The Council noted the information.

k) Reconstitution of Ethics Committee

The Council noted the information.

4. Issues for Discussion and Decision:

a) New Courses suggested by the Board of Management or otherwise

It was informed in the meeting that the Board of Management in its Fifth meeting held on May 20, 2015 suggested that the University may consider launching new academic programmes on skill development, paramedical and nursing.

The suggestion of the Board was deliberated in the meeting and it was observed by the members of the Council that the University can offer only the postgraduate programmes in certain areas of study whereas most of the skill development courses are meant for undergraduate students or unemployed youth. Besides this, under the Skill Development Ministry the responsibility of placement also lies with the institution offering the course. Earlier under the erstwhile IIMR a course on Nursing Management was introduced but the response of the students remained very poor.

In the backdrop of these facts, the council was of the uniform opinion that the President of the University may constitute a committee of Deans and senior faculty members which can consider and envisage probable new courses in the mandated areas of study. The committee may also look in to the various similar post graduate Courses being offered by national and foreign Universities and may recommend such new skill based certificate / one year executive / two year courses after studying the market needs, viability and employability. The committee may also consider the possibilities of probable collaborations with other partners in offering these courses. The detailed report of the committee will be shared with the Council in the next meeting.

(Action- Dr. A.K. Kaushik, Dean Academics and Registrar)

b) Intake in various programmes

It was brought to the notice of the Council that on the recommendation of the Academic Council the Board of Management in its Fifth meeting approved the intake of all the academic programmes being offered by the University in the following manner:

S #	Programme	Existing Sanctioned Intake by the AICTE	Intake suggested by the Academic Council	Intake approved by the Board of Management	Students admitted in 2015-16
1.	MBA Hospital and Health Management	120	120	120	127
2.	MBA Pharmaceutical Management	60	30	30	28
3.	MBA Rural Management	60	30	20	08
4.	Master of Public Health (MPH)	60	30	30	15*
5.	Ph.D	60	30	20	20
6.	MBA in Health Economics, Finance and Insurance	30	30	20	-
7.	MBA in Human Resource Management in Health and Hospitals	30	30	20	11
8.	MBA in Procurement and Supply Chain Management in Health and Hospitals	30	30	20	-

The Council reviewed the intake in the meeting and observed that the University **may increase the intake in Health and Hospital Management programme to 180 and in Pharmaceutical Management programme to 60**. The Council further observed that the increase in seats in no way should be fatal to the premium standard of the programmes. In the rest of the programmes, the Council expressed its conformity with the intake approved by the Board of Management.
(Action- Dr. A.K. Kaushik, Dean Academics and Registrar)

c) Faculty Development

The Council noted the information and advised the President to suitably incentivize the activities of teaching, research and capacity building.

d) Discussion on of KPMG report (Academic part)

Mr Ashish Maheswari from the KPMG gave a brief presentation on the growth strategy and transformation of the University. He initially shared with the Council members about the learning from the survey of stakeholders. He also shared the diagnostics key trends and challenges based on existing circumstances. Mr. Maheswari further presented the blueprint of Growth and transformation of the University for next five years.

Dr. Ram Narain while chairing the meeting wanted to know the reason that IIHMRU has a legacy of quality research and academic work yet the MDPs of the IIHMRU are poorly participated whereas the IIMA does not have any ranking or experience in healthcare but its MDPs in healthcare are still oversubscribed. Mr Maheswari explained that IIMA succeeds as it collaborates with global leaders, has a brand in management; it hires globally renowned experts as key speakers and appropriately markets it. If the University follows the same protocol it will make its desired place in the area of capacity building. He further stated that if the University mends its ways as suggested in the blue print, it can be a globally preferred destination for academics, research and MDPs in healthcare.

The Council noted the contents of the KPMG report.

e) Approval of panel of external examiners and co-guides for Ph.D programme.

The Council deliberated on the empanelment of the external examiners and co guides. The Council approved the list with an observation that the University should have record of their contributions in research and about their published books or articles.

(Action- Dr. D. K. Mangal, Dean Research)

5. Any other matter with the permission of the chair

(i) The Blood Donation Camp:

It was informed in the meeting that Shri P.D. Agarwal memorial blood donation camp was organized on September 17, 2015 in which 62 units of blood were collected. The medical team of Santokba Durlabhji Hospital extended all help to make the camp a success. The Council noted the information and appreciated the initiative.

The Meeting ended with thanks to the chair.

(Bajrang Lal Sharma)
Registrar and Member Secretary, Academic Council