



**MINUTES OF THE SIXTH MEETING OF THE
BOARD OF MANAGEMENT**

Venue: Board Room of the University

Date: September 30, 2015 at 10.00 am

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Minutes of the Sixth Meeting of the Board of Management

The Sixth meeting of the Board of Management of the IHMR University was held on Wednesday, September 30, 2015 at 10.00 am in the Board Room of the University. The following members participated in the meeting:

1. Dr. S D Gupta, the President of the University
- 2.. Shri Sudarshan Jain, Member
3. Shri Anand Agarwal, Member
4. Dr. Ashok Agarwal, Member
5. Dr Malovika Pawar, Member (on Skype from Amsterdam)
6. Shri Hemant Kaul, Member
7. Shri R P Sharma, Ex- Officio Member
8. Dr. P R Sodani, Member
9. Dr. Anoop Khanna, Member
10. Shri Bajrang Lal Sharma, Member Secretary.

Statutorily, the Chairperson of the University presides the meeting of the Board of Management. Since the office of the Chairperson is vacant, the President of the University chairs the meeting of the Board of Management. First of all Dr. S. D. Gupta, the President greeted all the participating members of the meeting and thanked them for sparing their valuable time for attending the meeting. He also briefly informed the members about the developments taken place after the Fifth meeting of the Board of Management. Thereafter, he requested Shri Sudarshan Jain to chair the meeting and acceding to his request, Shri Sudarshan Jain chaired the Sixth meeting of the Board.

The Chairman granted leave of absence to Shri Vivek Savant, Dr. Ashok Pangariya and Shri Deepak Venugopalan. After having confirmed the quorum of the meeting, the agenda of the meeting was taken for discussion. The summary record of decisions and discussions held in the meeting is as under:

1. Confirmation of the minutes of the Fifth meeting of the Board of Management held on May 20, 2015

Shri Bajrang Lal Sharma, the Registrar of the University informed the members of the Board that the minutes of the last meeting were mailed to all the members of the Board on May 26, 2015. Since no comments/observations have been received from the members on the minutes of the Fifth meeting, therefore, the Board is requested to confirm the minutes. The Board unanimously confirmed the minutes of the Fifth meeting. (Action- Registrar)

2. Review of action taken on decisions of the last meeting

The Registrar of the University read over the Action Taken Report to the Members of the Board. The Board considered the Action Taken Report on the decisions/ observations made in its Fifth meeting. Besides the following observations, the Board expressed its satisfaction on the actions taken in pursuance of the decisions/ observations of the Board:

- (i) Dr. Ashok Agarwal observed that over the years Johns Hopkins University (JHU) has emerged as one of the leaders in Massive Open Online Courses (MOOCs). Therefore, the University may request Michael Klag, Dean, Bloomberg School of Public Health, JHU to guide the University on this new academic activity.
- (ii) Shri Hemant Kaul pointed out that the University needs to have more clarity on the following issues pertaining to the MOOCs:
 - (a) Regulatory framework in force as on today
 - (b) Target audience
 - (c) Required Investment
 - (d) Content development**(Action- President, Deans and the Registrar)**
- (iii) Dr. Malovika Pawar requested Dr. S D Gupta, the President for a brief presentation in the next meeting on the various aspects of MOOCs with reference to the delivery of such courses in the University. The presentation may also highlight the limitations and opportunities pertaining to these courses. While referring to the collaboration of Laureate Inc. with Liverpool University on delivery of certain online programmes, she observed that the University may also seek some academic tie up with prestigious academic organization. **(Action- the President)**
- (iv) Dr. Anand Agarwal opined that looking to the highly competitive job markets, the students of the University need to have proficiency in speaking, writing and presenting their point of view in English language. Dr. Malovika Pawar also reiterated the viewpoint that the students should have the natural ease to express themselves in English and the English teaching may form part of the regular curriculum irrespective of any academic programme. She also referred to the latest documented research which revealed that how the students, who are poor in English remain, disadvantaged in getting employment. **(Action-Dean academics)**
- (v) Dr. Ashok Agarwal contended that the skill development does not focus only on launching new academic courses but it may be seen in a larger perspective. He underlined that the IIHMR, right from its inception, has been actively involved in improvement of skills of the people engaged in health systems. Dr. S D Gupta, the President stated that the Director, Programme Management, WHO, Delhi has requested him in a recent meeting for improvement in managerial competencies of his Regional advisors who are, otherwise, technically very sound. **(Action-Dean Academics and the Registrar)**

3. Presentation on - Assessment of Alcohol Situation in Urban Sphere: In the Context of Violence against Women in Private and Public Spaces

The presentation on the recently concluded Research Project of the University could not take place as Dr. Arindam Das was on tour. Dr. S D Gupta succinctly shared the findings of the study with the Members of the Board. The Board noted the findings.

4. Reporting and ratification items:

a) Status of admissions in the current academic session in various courses.

The Board analyzed the data of admitted students in various academic programmes of the University. Having deliberated on the academic programmes and the number of admitted students the Board observed as under:

- (i) The Board approved admission of 127 students (against the approved intake of 120) in Health and Hospital programme for the academic year 2015-16.
- (ii) The University may take feedback from the employers of MBA Pharmaceutical Management graduates on the expectation of the industry viz a viz performance of the IIHMR graduates.
- (iii) The Board directed that the University may benchmark itself and compare the course curriculum of other Universities offering the same course in India. The University requires up gradation in contents of the curriculum and quality in teaching instructions ensuring appropriate delivery as per the requirement of the Industry. The University has to develop itself in such a way that it becomes the choicest destination of students for this academic programme.
- (iv) The University may look in to the similar academic programmes being offered by the foreign Universities to cater the needs of pharmaceutical industry as most of the big pharmaceutical companies are multinational corporations. This process may help the University in positioning itself even for creating demand of its graduates in Multinational Corporations.
- (v) Dr. Malovika Pawar observed that since 08 students have been admitted in the Rural Management Course under the School of Rural Management (SRM) therefore, the University must ensure the quality of the course content, the best possible faculty/adjunct faculty, exposure to the NGOs and equipping them with employable skills. She emphasized that the University should invest time and energy on this cohort in such a way so that the students can work as ambassadors for the programme to attract more students in the next session. She was assured by the President to deliver the programme in the best possible way
- (vi) That looking to the ratio of admitted students to the number of applicants it is manifestly clear that still there are bottlenecks in the admission process of the

MPH programme, The University requires having better liaison with the Johns Hopkins admission office. The fortnightly joint review of the admission process may lead to better results. (Action- Respective Deans of the Schools)

b) Marketing Strategy for the academic session 2016-17

The Board noted the information on promotional strategy of the University. The Board underlined the importance of marketing through the word of mouth which can only be permeated by the quality of the service delivery. The Board further emphasized the role of alumni, student ambassador programme and establishing durable relationship with feeder campuses in promotional activities.

Dr. S D Gupta apprised the Board that the University has been ranked 69th (in 2014 the rank was 78th) in top 100 Business Schools of the Country by the Outlook, a Delhi based fortnightly magazine. He further informed that the University continues to be number one in health sector.

The Board placed its appreciation on record for improving the rank and retaining the top position in health sector. Shri H K Kaul congratulated the president and the faculty of the University on substantial improvement in the rank with a line of caution that it should not lead to complacency. (Action-Dean Academics and the Registrar)

c) State of Research Projects undertaken by the University

Dr. S D Gupta, the President of the University informed the Board Members about the recent award of NFHS (National Family Health Survey) projects of Odisha and Rajasthan. He also informed the Board in detail about the projects recently completed, research projects under progress and research proposals submitted. The Observations of the Board on the agenda point are as follows:

- (i) The ratio of award of research projects to research projects submitted in the University was 1:3 earlier which has come down to 1:5 owing to mushroom growth of new competitors. Therefore, the University may strive at least to achieve the global rate of success (which is said to be 20-25%) on the research projects submitted. Dr. Anand Agarwal highlighted that such a rate of success be computed not only on the basis of number of projects but while considering the value of projects also.
- (ii) The details of research projects shared with the Board may also include name of the funding agency, name of the faculty who wrote / implemented the project. Such projects be classified under various segments and the Schools of the University. The details of projects need to have comparison with the corresponding period.

- (iii) The Deans/ Associate Deans of the Schools be invited in the Board Meetings as special invitee to explain the activities of their respective school.
- (iv) It is a matter of serious concern that the ICDS project in collaboration with the PWC has been terminated by the Union Government. Possibly this is in the first time in the history of the IIHMR that some project has been terminated and withdrawn prematurely. The University should analyze reasons of this termination and draw lessons from this abortive partnership for future.
- (v) The details of the published work may also have comparative analysis on the basis of faculty, schools and corresponding period.
(Action- Dean Research and other Deans and faculty members)

d) Updates on the Management Development Programmes

The Board noted the information on Management Development Programmes being offered by the University. The members of the Board observed as under on this agenda:

- i. The information shared on capacity building activities with the Board require to be more objective and analytical so that the information can be comprehended in right perspective. It should also contain financial indicators. The details may be segregated on the basis of Schools, segments etc. and be compared with the corresponding period of the previous years.
- ii. The university may highlight its initiatives and experiments introduced in the area of capacity building. (Action- Dean Training and other Deans of Schools)

e) Approval of the minutes of Fifth meeting of the Academic Council

The Board considered the minutes of the Fifth meeting of the Academic Council held on September 19, 2015. The Board approved the minutes of the Council except on its decisions on the following issues:

- (i) Dr. S D Gupta, the President of the University stated in the Meeting that the new courses- MBA in Health Economics, Finance and Insurance; Human Resource Management in Health and Hospitals and procurement and Supply Chain Management were launched in the year 2015-16 but the University could attract only 11 students in Human Resource Management programme. He further stated that Primarily the University is a Health Management Research University and the flagship programme of the University is MBA in Health and Hospital Management. Therefore, he suggested that the new courses may be considered as areas of specialization in the second year of the flagship programme. He advised the Board that from the academic year 2016-17 the MBA in Health and Hospital Management Course, the Flagship programme may have the following streams (specializations):

- (i) Health Management
- (ii) Hospital Management
- (iii) Health Economics, Finance and Insurance
- (iv) Human Resource Management
- (v) Procurement and Supply Chain Management

On the advice of the President of the University, the Board unanimously agreed to have these new courses as the courses of specialization to the flagship programme of the University. Consequently these new programmes will cease to be independent programmes in the university brochure.

(ii) The Board also considered the option of having specializations (streams) in Pharmaceutical Programme also but finally decided that the University should consolidate the programme first and if over the years the number of students increases, the University may take an appropriate decision.

(iii) The Board deliberated in detail on the issue of intake of students in various academic programmes for the academic year 2016-17. It also considered the advice tendered by the Academic Council and the President of the University and approved the intake in various academic programmes as under for the academic year 2016-17:

S #	Programme	Existing Sanctioned Intake by the AICTE	Students admitted in 2015-16	Intake suggested by the Academic Council	Intake approved by the Board of Management
1.	MBA Hospital and Health Management	120	127	180	180
2.	MBA Pharmaceutical Management	60	28	60	60
3.	MBA Rural Management	60	08	30	30
4.	Master of Public Health (MPH)	60	12	30	30
5.	Ph.D.	60	20	20	20

Having approved the maximum limit of intake of students in the various Courses, the Board put a word of caution that the increase in number of the students in the flagship programme and other programmes, the University should not only maintain but substantially improve the quality of delivery of courses.

(Action- Deans/ Associate Deans and the Registrar)

5. Issues for Discussion and Decision

i) Briefing on the progress of the KPMG's consultancy work on transitioning

Initially Dr. S D Gupta, the President apprised the Board about hiring of KPMG, India, a Swiss Cooperative consulting firm by the IIHMR Board to guide the IIHMR in growth strategy and transformation. He further stated that the KPMG, after having taken the feedback from all the stakeholders, initially submitted an interim report in May, 2015 and thereafter submitted the final report in the month of August, 2015. He requested Dr. P R Sodani to give a brief presentation on the KPMG Report before the Board. On Dr. Sodani's presentation the Board observed as under:

- (i) The survey conducted by the KPMG reveals that the future will belong to the IIHMR only if the University does change and work hard. The KPMG has suggested a detailed road map for growth strategy and transformation. The IIHMR Board has already taken a decision to accept the report with certain amendments suggested by the Committee headed by the President of the University.
- (ii) The Board decided that a strategic Committee under the chairmanship of Dr. S D Gupta, the President, may be constituted to prepare a strategy on implementation of the actionable suggestions of the report and to execute implementation with the help of KPMG experts. The Committee may have Deans of the Schools, Registrar and the CFAO as other members.
- (iii) The Board authorized the Committee headed by the President to take decisions on extent of applicability of the suggestions made in the report for the University in the present circumstances. (Action-President and the Registrar)

ii) Intake for various academic programmes in 2016-17

The issue has already been discussed and decided at agenda point 4 (e) (iii).

6. Any other matter with the permission of the chair.

(i) Request of the Bhoruka Charitable Trust (BCT) for providing Office Space

The request of Bhoruka Charitable Trust was considered in the Meeting. Bhoruka Charitable Trust (BCT) is a nonprofit voluntary service organization registered under Bombay Public Trust Act. It is actively involved in integrated rural development activities in almost all districts of Rajasthan and is also instrumental in implementing healthcare programmes in Karnataka, Andhra Pradesh and Tamilnadu. The Executive Director, of the Trust has requested for providing office space in the IIHMR University Campus

Dr. S D Gupta and Dr. A K Agarwal, being in the position of conflict of interest, did not participate in the discussions. The other Board Members were of the view that the BCT can virtually work as a field laboratory to the School of Rural Management (SRM) of the University and the infrastructure of the BCT in Rajasthan and outside the State can be used by the SRM faculty, researchers and students. The SRM very often needs infrastructure for training, research and internship in rural setting. The Board is of the considered view that this bilateral arrangement of resource utilization is mutually beneficial to both the organizations.

In these circumstances the Board agreed that the constructed area of 176 sq. metres in the basement of the hostel block of the University may be given on a token lease amount of Rs. 100/ per annum on this condition that SRM will use the BCT infrastructure free of charge. The other bills of utilities will be borne by the Trust on actual basis. A lease deed will be signed between the Executive Director, BCT and the President of the University Initially for Five years and which will be further renewed at the level of the President with consultation with the Dean SRM after evaluating the services rendered by the Trust.

(Action- The Presidents Secretariat and the Registrar)

(ii) Organizing Blood Donation Camp

The Board noted the information and appreciated the initiative.

(iii) Recruitment of faculty members and other support staff

The Board noted the information and approved the appointments made by the University since January 1, 2015 to August 31, 2015. Looking to the high attrition rate, the Board authorized the President to review the salary scales of the teaching faculty and also to recruit the faculty and staff required to implement the KPMG growth plan. (Registrar and the CFAO)

(iv) M L Mehta Memorial Foundation

Dr. Ashok Agarwal informed the Members of the Board that late Shri M L Mehta was the trustee Secretary of the IIHMR Society, the sponsoring body and the Chairperson of the IIHMR University. In his memory a foundation is being created by his family members and friends. He further stated that the activities of the foundation, *inter alia*, may include delivery of an annual memorial lecture; commissioning studies/research projects relating to public health, development, education, livelihoods and other issues of larger public interest; instituting awards and scholarships to students, committed civil servants, voluntary organizations, innovative farmers, Panchayati Raj Institutions etc. Dr. Agarwal requested the Board how and in what manner the University can contribute to this cause.

The Board unanimously expressed its opinion that the contributions of late Shri M L Mehta in growth and development of IIHMR have been unparalleled and enormous. Therefore, the Board decided in one accord that the logistic support to some of the activities of the trust/foundation may be taken care of by the University. The Board authorized the Registrar to discuss the modalities for Cooperation of the University with the trustees of the foundation. (Action- Registrar and CFAO)

The Next Board Meeting

While deciding the calendar of the meetings of the Board it has been decided that the Seventh Meeting of the Board (Third meeting of the calendar year) will be held on March 19, 2016. Hon'ble Members of the Board are requested to please save the dates and make it convenient to attend the Meeting.

The meeting ended with thanks to the chair.

Registrar,
IIHMR University,
Jaipur.