



## **Minutes of the Sixth Meeting of the Academic Council**

**Date: March 05, 2016 at 11.00am  
Venue: Board Room**

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The Sixth Meeting of the Academic Council was held on March 05, 2016 at 11.00 am in the Board room of the University. Dr. S D Gupta, the President of the University welcomed the members of the Council. He requested Dr Ram Narain to Chair the meeting and conceding to the request of the Chairman of the Council Dr. Ram Narain Chaired the meeting.

Dr. Jai deep Gupta, Dr. K K Kalra, Dr. Sanjiv Kumar, Dr. Sanjay Muthal and Dr Sanjiv Phansalkar were granted leave of Absence by the Chairman. After having confirmed the quorum of the meeting the agenda was taken for discussion. The list of persons who attended the meeting is available at **Annexure-1**. The summary record of discussions and decisions taken in the meeting is as under:

### **1. Reconstitution of the Academic Committee**

Shri Bajrang Lal Sharma, the Registrar of the University informed the Council that the first Academic council was constituted on December 07, 2013 under Section 23 of the IIHMR University Ordinance, 2013 (Ordinance No. 30 of 2013). After completion of two years the Academic Council has been reconstituted on February 15, 2016. He further stated that while reconstituting the Council it has been borne in mind that all the Schools of the University are well represented and the alumni are also made part of the governing structures of the University. The Council noted the information.

### **2. Confirmation of the minutes of the Fifth meeting of the Academic Council**

The Council unanimously confirmed the minutes of the Fifth Meeting of the Council.

### **3. Review of Action taken on decisions of the Fifth meeting**

The Council expressed its satisfaction on the Action Taken Report tabled by the Member Secretary of the Council except the following observations:

- (i) Dr Suresh Joshi gave an analytical presentation on the MPH admission process. The Council is of the uniform view that the Collaborative MPH programme is a block buster product having brand equity which is bound to be in great demand but the consistent small size of the cohort apparently reveals that there is some problem either in the quality of teaching or in the marketing strategy or in the placements. The Council advised to debate these issues internally or with the help of the professional agency.
- (ii) The University may analyze all the academic programmes on the line of MPH programme so that it can take corrective measures well in time. The respective Dean of the Schools may give such presentations on respective programme of their schools.
- (iii) The quality of teaching instructions and responding appropriately to the skill needs of the students should be on the regular watch list of the University.
- (iv) The University needs to think about the research publications. Every university teacher is essentially a researcher. A University teacher virtually ceases to be a teacher when he/ she does not publish quality research papers.

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

#### **i. The University Grants Commission approval**

The Council noted the information and congratulated the President of the University for obtaining the UGC approval well in time.

#### **ii. Status of the Placements**

The Council noted the information and observed that the students passing out from the University Schools should be equipped with appropriate employable skills as the skill sets of the students are the sole determining factor for their placement value. Shri N K Bhoi

observed that persistent advocacy in the Union ministry, its related organizations and in other state Governments where the placements are negligible is required for better placement opportunities.

**iii. Update on examinations and convocation.**

The Council noted the information and observed that examination calendar be shared with the potential employers in the initial months of the academic sessions so that their visit for placement does not coincide with the examination calendar.

Dr. S D Gupta, the President of the University requested the members to grace the convocation ceremony by their presence on June 06, 2016.

**v. Report on KPMG hand holding.**

Dr. S D Gupta, the president apprised the Council in detail about the activities of the implementation phase of the Growth and transformation strategy prepared by the KPMG. The implementation phase is better known as *Utkarsh*. The Council noted the information.

**vi. Review of Promotional Activities**

The Council noted the information and observed as under:

- (i) The placements of the students should be appropriately used for promotional purposes.
- (ii) The specializations in academic programmes and the well known faculty members should also be the focus of the marketing activities.
- (iii) The academic programmes of the University be promoted as distinct premium products which have high employability.

**vii. Organizing alumni meet under the School of Rural Management.**

The Council noted the information.

**viii. Research Projects undertaken by the University**

The Council noted the information and observed as under:

- (i) The IIHMR University is primarily a research University therefore it has to widen its base in research. Out of 65

proposals only 14 have been awarded therefore, the Winning rate is required to be better. Stagnation is not desirable. Perpetual growth is an imperative.

- (ii) Research proposals should be submitted with a competitive spirit and with a well thought strategy. Proposals should not be submitted just for shake of submitting. Mr. N K Bhoi also observed that quality of some of the submitted proposals was suboptimal. We need to focus on the research requirement of the funding agency.
- (iii) The University needs to analyze the research proposals on the basis of subject, Funding agency, and faculty members. It should be very clear to the faculty members that every teacher must be a researcher also. Their areas of research can be of their choice and interest.
- (iv) If some faculty member has his/her research question, may be different from the core area of health, such small grant proposals may be submitted to Dean Research for in-house grant. The University may encourage generating knowledge and in-house research on regular basis.

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

The Council noted the Contents and observed as follows:

- (i) The MDPs of the University may be marketed appropriately.
- (ii) The quality of instructions be reviewed in an independent manner on regular intervals. Every MDP should have a well known key speaker who can adequately justify the programme.

**x. Faculty Publications**

The Council noted the Information. Dr Ram Narain observed that the skill sets of the faculty members are very high but contribution to research journals does not commensurate with their background. The stature of the research University can be retained if the faculty members have adequate quality publications to their credit. The Council also commented:

- (i) The Performance appraisal of the faculty should have appropriate weight age of research publications. At the time of recruitment or at the time of promotion of the faculty member, the University should consider his/her published work.
- (ii) The university may incentivize the research publications/ writing books.
- (iii) The prestige and credibility of a University is gauged by quality and quantity of research publications by its faculty members. The published research and use of cutting edge technology in various processes are the significant differentiators.

**xi. Meetings of the Academic Audit Committee and IQAC**

The Council noted the contents of the minutes of the meetings of the Academic Audit Committee (AAC) held on December 16, 2015 and February 22, 2016 and also of Internal Quality Assurance Cell (IQAC) meeting held on December 23, 2015 and February 29, 2016 respectively. The Council was very appreciative of the efforts put by the University in preparing standard operating procedures for all the processes to obtain National Assessment and Accreditation Council (NAAC) certification.

**xii. Joining of the new Faculty Members**

The Council noted the information and observed that the University may consider increase in the compensation and ensure conducive growth environment to the new faculty members to bring down the attrition rate.

**xiii. Admissions in 3rd cohort of MPH and PhD**

The Council noted the information and observed as under:

- (i) The MPH Programme in collaboration with the Johns Hopkins University is a highly prestigious programme. The University may review the processes in-house to attract increased number of students from India and South East Asian countries.

- (ii) The Council also appreciated the initiative of the University for providing research opportunity to its faculty and research officers.

#### **xiv. Visit of Prof Kasturirangan**

The Council noted the information.

#### **xv. MOUs with other Universities/ organizations**

The Council noted the information and congratulated the President and the faculty of the University for executing MOU with Quality Council of India (QCI)- National Accreditation Board for Hospitals and Healthcare providers, New Delhi and National Health Systems Resource Centre (NHSRC). The Council also advised that the IIHMRU has a great legacy therefore many reputed organizations are desirous of entering in to some mutually beneficial collaborations. Therefore the University may take initiatives for entering into such partnerships.

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

##### **(i) Suggestions of the Utkarsh meetings for improvement in core activities**

Dr. S. D. Gupta informed the Council that the implementation phase of the growth and strategy plan prepared by KPMG (Better known as *Utkarsh*) is still on. The KPMG suggested some structural change and the IIHMR has agreed in principle to create the positions of corporate leadership like CEO, Director (Research and consulting) General Managers etc. He further apprised that the KPMG will extend all possible help in planning of new academic courses, preparing research proposals and organizing high value management development programmes. He further stated that the KPMG is also helping in preparing budgets and marketing strategies and developing partnerships.

The Council discussed on the KPMG handholding during *Utkarsh* and expressed that nothing is bad in getting more business, more visibility and more efficiency. The Council was also of the view that whatsoever report has been submitted by

the KPMG that is based on the information provided by the University officials. Therefore the University should sincerely work to realize the plan in practice.

**(ii) Launching New Academic programmes**

The Council deliberated on the suggestions made for the IIHMRU by the academic initiative of the Utkarsh. The Council expressed its conformity on the following suggestions:

- a) The University should review the syllabus of all the ongoing academic programmes in order to strengthen and make these programmes most relevant to the stakeholders.
- b) The University may consider having following three new streams in the flagship MBA programme of Health and Hospital Management:
  - (i) Health Economics and Finance;
  - (ii) Human Resources for Health: and
  - (iii) Procurement and Supply Chain Management.
- c) The Council was in agreement to launch Certificate Course of 3-month duration on Urban Health
- d) The University may start the 15 month duration "Executive MBA in Healthcare". It may conduct a feasibility survey, fulfill all statutory requirements, determine the fee structure, prepare the curriculum and also explore the collaboration with Indian and foreign hospitals.
- e) The University may launch free on line courses on the pattern of MOOCs. The courses will add to visibility and brand building.

**(iii) MDPs in the Academic year 2015-16**

The Council discussed the plan submitted by Dean, Training in the meeting. The Council approved the plan and empowered the President of the University to modify the calendar and plan as required.

**(iv) Intake in various programmes for 2016-17**

The intake of students in various academic programmes was approved for the academic year 2016-17 by the sixth meeting of the Board of Management held on September 30, 2015 was as under:

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

On the approved intake of the Board of Management the academic Council was requested to deliberate on the suggestions made by the initiative champions/Deans and faculty of the University based on the growth and transformation strategy prepared by the KPMG. The Council discussed in detail and finds it appropriate to recommend the following modifications:

- (A) The University may have the following streams/ specializations under the flagship academic programme of MBA in health and hospital management:
- (i) Health Management
  - (ii) Hospital Management
  - (iii) Health Economics, Finance and Insurance
  - (iv) Human Resources for Health: and
  - (v) Procurement and Supply Chain Management.

In this way the Flagship programme will have five streams/ specializations in the year 2016-17. Furthermore, the health and hospital stream will have 120 seats, and rest three streams will have 20 seats each.

- (B) One executive MBA in Hospital Management of 15 months duration may also be launched from the academic session 2016-17. The University initially proposes 15 seats in this programme.
- (c) In the PhD programme, the seats may be raised to 25 in the third cohort (batch 2016-19) as the 05 PhD scholars will be from the in-house faculty and Research officers. The faculty members and Research officers will be entitled to 50% waiver in the tuition fee on the condition that they shall work with the organization for complete two years after completion of the research work. The in-house faculty/ research officers will require executing a bond to this effect before seeking registration.

**(v) Faculty Development**

Shri Bajrang Lal Sharma, the Registrar of the University informed the Council that the Academic Audit Committee (in short AAC) of the University has suggested that every year one or two faculty members may be sent for some fellowship by the University and the university should incentivize the fellowship programme and may perceive it as an important measure of faculty development. It has further suggested that every faculty member may be given opportunity to participate in two national level conferences on duty and be paid travel, board and lodging etc. on the condition that his/her paper/poster has been accepted in that particular conference.

The Council deliberated on this issue in detail and expressed its agreement on the suggestions of the Academic Audit Committee. The Council recommended that the suggestions given by the AAC may be approved as guide lines for faculty development.

**(vi) Improvement in course Curriculum**

Shri Bajrang Lap Sharma, the Registrar of the University informed the Council that the Academic Audit Committee (AAC) deliberated on the issue of writing reading material/ modules and improvement in Syllabus. The Committee has suggested as under:

- (a) It has been suggested in the meeting that the course material may be prepared on the IGNOU pattern where the Module writing work is assigned to a group of faculty members

(consisting of Professors, Associate Professors and Assistant Professors) with the help of outside experts. Dean Academics was requested to share the IGNOU format of course writing/SIM (self instructional material). Due references/permissions be taken from authors/faculty members while incorporating material/literature of other authors/ international bodies. The copy rights of such material will be with the University but the faculty and the outside experts will be remunerated for the work done. The writing work will be finally sent to editors also. They will review the material with a professional angle and finalize it. The editors are also paid for their work.

- (b) The Committee also suggested that the periodical improvement in course curricula and preparing course material should be taken as an independent process and there should be SOPs in place for doing it in the manner prescribed. The Committee is also of the view that existing course material of the University direly needs updation and rewriting therefore, it should be given due priority. Appropriate budgetary support may be provided / earmarked for this important work.
- (c) It was further suggested that Deans shall call a meeting of Course Writers-both internal and external to review and revise the respective course material wherever necessary. This process should be completed as soon as possible so that the new modules can be given to the students in July/August 2016.

The Council discussed on the suggestions given by the AAC. The Council is of the view that the University should accord top priority to the module writing and improvement/ updating of the syllabus of all the academic programmes. The Council expressed in unanimity that the course curricula and the teaching material/ instructions are very essential for quality delivery of a programme. Therefore the Council recommends that the suggestions given by the AAC may be complied in letter and spirit.

**(viii) Approval of Standard operational Procedures**

It was informed in the meeting that the University that the Dean, Research and Dean Training have prepared the following standard Operating Procedures (SOPs)

- (i) PhD guidelines
- (ii) SOPs for tracking & responding to research/grant/consulting opportunities
- (iii) Training Guidelines

The Council discussed in detail on the SOPs prepared by the respective Deans. It was further observed that the SOPs may be shared with faculty members and may be finalized at the level of President. The Council also suggested that most of the processes of the University should have the SOPs and checklists for efficient and systemic improvement in delivery of services

**(viii) Opening new centers under Institute of Health Management Research**

Dr S D Gupta, the President of the University informed the Council about establishing following two new centres under the IHMR:

- (i) Centre for Health Economics and
- (ii) Centre for Health policy and system Research.

The Council deliberated on the need and importance of the new centres in the existing academic structure of the University. The Council was of the uniform view that the new centres will add to the prestige and visibility of the University where inter disciplinary research and study in the new disciplines will be undertaken. The Council recommended the opening of these centres to the Board of Management.

**(ix) Strengthening Alumni Association**

Shri Bajrang Lal Sharma, the Registrar informed the Council that the University has taken an informed decision to have alumni representatives in its Governing Structures like Board of Management and the Academic Council. He further stated that the University earnestly wishes to establish a durable and live bond with its former

students therefore; the University proposes that all the alumni members may be issued an Alumni Identification Card and the following entitlements/ benefits may be offered to the alumni:

- (a) The alumni members will be authorized to access all the services of the Library and IT labs while being at the campus.
- (b) The members will have access to sports, gymnasium and swimming pool facilities of the University.
- (c) They will be allowed 30% discount in all the training/ Management Development programmes of the University.
- (d) They will also be eligible to obtain 30% discount for using guest house facility of the University subject to availability of the accommodation and will also be entitled to canteen facilities on the prevailing rates.
- (e) The alumni members are entitled to interact with the faculty of the University for seeking career support and research guidance.
- (f) They will be authorized to use the email ID provided by the I T cell of the University.
- (g) The Members of the alumni will also be qualified for organizing training programmes/MDPS and other events of their parent organization at IIMRU campus on discounted rates subject to availability of resources on the proposed dates.
- (h) The Members of the alumni will also be given preference in advanced academic programmes of the University.

The Council was of the view that the alumni are the best ambassadors of the University; therefore the University should greatly value this relationship. The Council was of the view that such benefits/ entitlements are generally offered by all the Universities. Therefore, the Council found it justifiable to recommend the proposal for approval to the Board of Management.

**(x) Approval for academic and examination Calendar**

Dr Ashok Kaushik, the Dean Academics informed the Council that the Academic and examination calendars are in the process of preparation. The Council was of the view that both the calendars be

finalized at the level of the President in this month and by April 15, the calendars be exhibited on the website of the University and may be shared with the students and other stakeholders.

**(xi) Fee waivers and scholarships for student support**

Dr. S D Gupta, the President of the University apprised the Council that the University proposed a scholarships policy in the third meeting of the Council. On the recommendation of the Council, the Board of Management also approved it. But during the admission process in the academic year 2015-16 it was felt that the policy requires some modifications. Therefore looking to the availability of financial resources and better implementation, a new document has been prepared. The Council discussed and approved the new document on fee exemptions and student support. Furthermore, the Council Also recommended 50% fee waiver granted to the defense personnel.

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

**(i) List of PhD guides/Co-guides/Examiners**

Dr. Ashok Kaushik, Dean Academics tabled a list of external guides/ co guides/examiners for Ph.D programme of the University. The Council considered the profiles of external Ph.D guides/co guides/examiners and approved the list containing of the following names:

Dr. Arvind Mathur, Dr. V.K. Singh, Dr.(Col.)(Prof. ) SKP Matwankar, Dr. Satish Kumar, Dr. S.B. Arora, Dr. Chander Shekhar, Maj. Gen. Pawan Kapoor, Dr. (Lt Gen)Naresh Kumar Parmar, Dr. Jayanta Kumar Das, Dr. Prakash Prabhakarrao Doke, Dr. Vikas Kishor Desai, Dr. Chandrakant S. Pandav, Dr. Rajesh Kumar, Dr. Prakash V. Kotecha, Dr. Hem Chandra, Dr. Rajesh Bhalla, Dr. Bishan Swarup Garg, Dr. Shakti Kumar Gupta, Lt Col (Dr.) Madhav Madhusudan Singh, Dr. Damodar Bachani

The Meeting ended with thanks to the Chair.

**Registrar**

## Annexure - 01

**List of persons who participated in that Sixth Meeting of the Academic Council.**

**Date: March 05, 2016 at 11.00am**

**Venue: Board Room**

<b>S.N.</b>	<b>Name &amp; Designation</b>	<b>Address and contact details</b>	<b>Status</b>
1.	<b>Dr. S.D. Gupta</b> President	IIHMR University	<b>Ex-officio Chairman</b>
2.	<b>Dr. Ram Narain</b> Executive Director	Kokilaben Dhirubhai Ambani Hospital & Medical Research Institute	<b>Member</b>
3.	<b>Maj. Gen S.C. Pareek</b> Medical Director	Bhagwan Mahaveer Cancer Hospital J.L.N. Marg, Jaipur	<b>Member</b>
4.	<b>Mr. Bijender Vats</b> Director HR	Organon (India) Ltd.	<b>Member</b>
5.	<b>Dr. (Col.) A.K. Kaushik</b> Dean, Academic	IIHMR University	<b>Ex officio Member</b>
6.	<b>Dr. D.K. Mangal</b> Dean-Research	IIHMR University	<b>Ex officio Member</b>
7.	<b>Dr. P.R. Sodani</b> Dean-Training	IIHMR University	<b>Ex officio Member</b>
8.	<b>Dr. N.K. Gurbani</b> Dean in-charge-SPM	IIHMR University	<b>Ex officio Member</b>
9.	<b>Dr. Gautam Sadhu</b> Dean in-charge- SRM	IIHMR University	<b>Ex officio Member</b>
10.	<b>Dr. Tanjul Saxena</b> Associate Professor	IIHMR University	<b>Faculty nominee Member</b>
11.	<b>Dr. Neetu Purohit</b> Associate Professor	IIHMR University	<b>Faculty nominee Member</b>
12.	<b>Dr. Seema Mehta</b> Controller Examination	IIHMR University	<b>Ex officio Member</b>
13.	<b>Shri Bajrang Lal Sharma</b> Registrar	IIHMR University	<b>Member Secretary</b>
14.	<b>Brig. S.K. Puri</b> Advisor	IIHMR University	<b>Special Invitee (Former Dean)</b>
15.	<b>Dr. Suresh Joshi</b>	Adjunct faculty IIHMR University	<b>Special Invitee</b>
16.	<b>Shri Neel Kanth Bhoi</b>	UNICEF, State Quality Assurance Coordinator (Supply Chain Logistics Management), Bhubaneswar,	<b>Special Invitee (Alumni)</b>