



## **Minutes of the Ninth Meeting of the Board of Management**

**Venue: Board Room of the IIHMRU  
Date: November 11, 2016 at 11.00 AM**

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The 9<sup>th</sup> meeting of the Board of Management of the IIHMR University was held on Friday, November 11, 2016 at 11.00 am in the Board Room of the University. Dr. S D Gupta, the Chairperson of the University chaired the meeting. The following members of the Board participated in the meeting:

1. Dr. Vivek Bhandari, President and the Member
2. Dr. Ashok Agarwal, Member
3. Dr. Malovika Pawar, Member on Skype from Amsterdam
4. Shri Sudarshan Jain, Member
5. Dr. Anoop Khanna, Faculty nominee Member
6. Shri Bajrang Lal Sharma, Registrar and Member Secretary
7. Dr. J.P. Narain, Former Director, WHO, Special Invitee
8. Dr. Shivam Gupta, Johns Hopkins University, Special Invitee
9. Shri Deepak Venugopalan, alumni, Special Invitee
10. Ms. Richa Singh Dasgupta, alumni, Special Invitee

At the outset, Dr. S D Gupta; the Chairperson welcomed the members of the Board. He introduced Dr. Vivek Bhandari, the new President of the University to the participants of the meeting. He also greeted the special invitee members - Dr. J.P. Narain, Dr. Shivam Gupta, Shri Deepak Venugopalan and Ms. Richa Singh Dasgupta and introduced them to the participants. He granted leave of absence to Shri Anand Agarwal, Shri Hemant Kaul, Shri Ashutosh Pednekar, Shri Vivek Sawant and Dr. P.R. Sodani. After having confirmed the quorum, the Agenda of the meeting was taken for discussion.

The discussions and decisions on the agenda in the meeting are as under:

### **1. Confirmation of the minutes of the Eighth Meeting of the Board**

Shri Bajrang Lal Sharma, Member Secretary informed the Board that the minutes of the 8<sup>th</sup> meeting of the Board held on June 06, 2016 were circulated to all the members of the Board on June 09, 2016 but no comments or observations have been received so far from any member. Therefore the Board was requested to confirm the minutes. The Board unanimously confirmed the minutes.

### **2. Review of Action Taken Report on the decisions of the last Meeting**

Shri Bajrang Lal Sharma, the Member Secretary read over the Action Taken Report in the meeting. The Board considered the compliance report on the decisions/observations made in the Eighth meeting of the Board. The Board expressed its satisfaction on the report except its following observations:

- (i) On Dr. Monika Choudhary's presentation on MOOCs/SPOCs, Shri Deepak Venugopalan was of the view that the quality of the delivery of the regular courses should not suffer while introducing MOOCs/SPOCs.
- (ii) Dr. S D Jain observed that the university may explore whether some recruiters /employers may sponsor their employees for such certificate programmes?
- (iii) The Chairperson observed that within one month a comprehensive action plan be prepared and submitted to the President of the University wherein timelines and responsibility for various activities like identifying the Courses, preparing the course material, training and obtaining approvals be explicitly stated.  
**(Action- Dr. Monika Choudhary)**
- (iv) Ms Richa Singh observed that a calendar of promotional activities be prepared under the Schools and the activities be performed in accordance with the timelines given in the calendar.
- (v) Shri Sudarshan Jain was of the view that the University should prepare a roadmap on marketing activities after analyzing the data relating to target group, feeding institutions, geographies and applications received  
**(Action-Deans of the Schools and Marketing Manager)**

### **3. Presentation on a research project:**

Dr. Arindam Das made a lucid presentation on Comprehensive National Nutrition Survey (CNNS), 2015. The Board appreciated the presentation. He also presented the status of research activities under the University and its Schools. The observations of the Board on research vertical of the University were as under:

- (i) The Chairperson opined that the University should utilize the data of surveys/research projects and do a follow up study after five years looking to the agreement with the funding agency. Dr. Shivam Gupta was of the view that on the basis of the data collected in surveys/ research projects the University may write grant proposal *suo motu*.
- (ii) Dr Vivek Bhandari, the President observed that the University has to be proactive in writing research grants and not only reactive to the RFPs. And it is also required to give more time to strategies so that even writing lesser number of proposals can give more results.
- (iii) Dr J P Narain observed that the information submitted before the Board manifestly explains that the University's research is donor driven. Therefore the University should have its own strategy based on its expertise and niche areas. It needs to research on emerging health issues. He also suggested that there is lot of scope of research in connecting research work with policy making. He further emphasized that IIHMRU, being a WHO collaborating centre, can focus more on implementation research as most of the country's health programmes are facing implementation problems in scaling up.
- (iv) The Chairperson further observed that the intellectual brand is necessary for delivering quality research. This prerequisite should sink in the minds of the faculty and the research be pursued only in special areas of expertise.
- (v) Dr Malovika Pawar suggested that the Board, being the highest policy making structure should be given information on the core activities of the University in

a self explaining format which can manifestly reveal the number and volume and direction of the activity having comparison of last three years. She further observed that the SRM should make intensive efforts to have projects/impact studies from Rural Development ministry of the State and the Union.

#### **4. Presentation by the Deans of the Schools**

- A. Dr. Ashok Kaushik, Dean Academics made a brief presentation on academic programmes and activities undertaken by the IHMR. The observations of the Board members on the presentation were as follows:
- i. Ms Richa Singh suggested that the MBA programme under the Institute should seek applicants beyond BDS students. The awareness of the programme in other disciplines of study is low. Therefore, the marketing team and the faculty need to work aggressively on this aspect.
  - ii. Dr. Ashok Agarwal observed that the recent admission trends reveal that the Institute has concentration of students from 2-3 states like Rajasthan and Madhya Pradesh. Therefore, the geographical diversity is required to be addressed to have national presence.
  - iii. The Chairperson stated that the number of applications for admission in the programmes under the Institute should increase substantially. He further observed that the ratio of students turned up and admitted are almost equal and this is a dangerous trend which needs to be tackled.
  - iv. Dr. Malovika Pawar observed that the University should facilitate MPH placements as it does for other programmes. It was further observed that a detailed presentation may be made by the programme coordinator in the next meeting on the following issues related to the MPH programme:
    - i. Difference in eligibility, fee, duration, curriculum and credits of the MPH and MBA programme
    - ii. Potential career progression of the in-service students after doing MPH
    - iii. Placement details of the passed out students
    - iv. Other institutions/universities offering the course and their enrolment**(Action-Dean, Academics; MPH coordinator; Marketing manager)**
- B. Dr C Ramesh, Dean Pharmaceutical made the presentation on the admissions under the academic programme and other activities of the School of Pharmaceutical Management (SPM). The comments of Members of the Board are as under:
- i. Dr. Malovika Pawar observed that the case studies for teaching may be got prepared for efficient delivery of the programme.
  - ii. Shri Sudarshan Jain was of the view that we should have robust curriculum and take help of external faculties to build up the programme.
  - iii. The School should make efforts to admit 60 students to make an optimal class size.
  - iv. The Centre for Pharmaceutical Research be activated and strengthened.  
**(Action- Dean SPM)**

C. Dr Gautam Sadhu, the Dean in-charge of the School of Rural Management (SRM) made an elaborate presentation on the activities undertaken under the School. The observations of the Board on the presentations were as under:

- i. The Chairperson observed that at present there are only 12 students in the programme. Therefore, the admission and outreach committee should work seriously to admit adequate number of students under the programme. He also suggested that the Deans should present the financial figures after due reconciliation with the CFAO. He also observed that all the faculty members should contribute more on research publications
- ii. Dr. Malovika Pawar observed that the placement details of alumni should be analyzed and used for promotion of the programme. She further stated that the delivery of the programme be of high quality so that the students get attractive packages and this will also result in higher enrolment of students with better scholastic achievements.  
(Action-Dean in-charge, SRM)

## **5. Reporting and Ratification Items**

### **i. Status of admission in academic programmes**

The Board noted the information.

### **ii. Research Projects undertaken by the University**

The Board noted the information.

### **iii. Report on Management Development Programmes conducted**

The Board noted the information.

### **iv. Collaborations and MOUs**

The Board noted the information with the following observation:

Dr. Ashok Agarwal suggested that the University should review the MOUs and collaborations periodically. He further stated that when there is an MOU there should be some regular activity under the MOU. He suggested that details of activities performed in last three years under the various MOUs /collaborations executed by the University be shared with the Board in the next meeting. (Action- Registrar)

### **v. Blood Donation Camp**

The Board noted the information while observing that measures be taken to improve the hemoglobin of the students and employees of the University to avoid large scale rejection on this count.

(Action- Dy. Registrar Acad. and Dy Registrar, Admn.)

### **vi. Pharma Conclave**

The Board noted the information.

### **vii. Conference on Rural Health and Sustainable Development**

The Board noted the information.

### **viii. Pradanya, the Annual Conference**

The Board noted the information with the observation as under by the Chairperson:

The acronym- SMART is a catchy term and may be used by the IIHMR academia and the marketing team for promotion and in other core activities. (Action-Dean, Academics and Manager Marketing)

**ix. India Today Safaigiri Award, 2016**

The Board noted the information.

**x. Foundation Day Celebrations**

The Board noted the information.

**xi. Research Publications**

The Board noted the information while observing as under:

- i. The Chairperson observed that the research papers published in local journals is sheer wastage of knowledge. and the University faculty should ensure that the research papers publish only in eminent indexed journals. He further observed that the research conducted under the Schools of the University should not be published in unworthy and non indexed journals and such publications be made only after obtaining concurrence from the President/Dean, Research.
- ii. Dr. Shivam Gupta was of the view that the research conducted under the Schools of the University should be published in accordance with the University guidelines but the process should be devoid of any bureaucratic norms.
- iii. It was also observed that the University may have an incentive policy wherein the quality research publications be made part of the annual appraisal of the faculty. The University should take necessary steps to create enabling conditions for research and writing research papers.

**xii. Regulatory Approvals and accreditations**

The Board noted the information.

**6. Issues for Discussion and Decision:**

**(i) Consideration and approval of the minutes of the Academic Council**

The Board considered and approved the minutes of the 7<sup>th</sup> meeting of the Academic Council. The Board observed that the curriculum be periodically updated and made compatible with the best universities of the world and it should also be ensured that the curriculum is delivered with rigour and in the most efficient manner. The Board also noted the information regarding the recent meetings of the Boards of Studies held under the Schools.

**(ii) Review of Implementation of the Utkarsh decisions/KPMG recommendations**

The Board reviewed the progress and observed that the implementation of the *Utkarsh* decisions be periodically reviewed by the Chairperson and the President.

### **(iii) Review of Half yearly Financial Performance**

The Board reviewed the half yearly financial performance of the University. and expressed its satisfaction.

### **(iv) Infrastructural development**

The Board carefully considered the: proposal for infrastructural Development and approved it. The Board was of the view that the construction of the hostel building and the renovation work may be started on priority within three months and thereafter the construction of the new block may be taken up. Dr. Ashok Agarwal apprised the Board that the existing boundary wall of the campus is lower than the front road level creating the drainage problems. He was of the view that this issue of appropriate drainage be addressed without loss of time otherwise the campus may be inundated in heavy rains. The Board was of the uniform view that the drainage issue be taken on high priority.

**(Action- Dy. Registrar, Admn)**

### **(v) New Schools and academic programmes**

The Board discussed the issue in detail. The Board was of the opinion that the matter related to opening new Schools and launching new academic programmes under the Schools be, firstly, deliberated in the Academic Council and respective Board of Studies. The Academic Council has also constituted a subcommittee which will also submit its report, *inter alia*, on this agenda point. The recommendations of the Academic Council may be put for consideration in the next Board meeting.

### **(vi) Human Resource requirement**

The Board discussed this issue threadbare. Dr. Malovika Pawar stated that this is the most critical issue which needs serious attention of the Board. She was of the view that the University may study the policies of talent acquisition adopted by Shiv Nadar, Ashoka and Azim Premji University as these institutions are presently attracting eminent faculties from India and abroad.

Dr. Vivek Bhandari, the President informed the Board that the new growing Universities like Shiv Nadar adhere a blend of UGC guidelines and US practice for faculty recruitment. They pay around 20-25% more than the UGC scales and also have adequate features for faculty development like sabbatical, conference participation etc. He also stated that the University needs to have a comprehensive policy for attracting good faculty in accordance with the UGC guidelines.

Dr. Ashok Agarwal stated that many Indians who studied and served in the USA or UK are joining IITs and IIMs, Ashoka, Shiv Nadar and other such private Universities. He suggested that the University may attract such persons to work as faculty members and may provide all basic facilities like attractive salaries, housing, car etc.

After having deliberated in detail, the Board unanimously decided that the vacancies in different academic cadres under the Schools be filled by June, 2017 so that the new academic session (2017-18) starts with full faculty resource. The Board also directed that a comprehensive policy for the faculty recruitment may be submitted in the next Board Meeting for consideration. The Board fully authorized the

Chairperson and the President to recruit best faculty members and submit the information to the Board.

**7. Any other issue with the permission of the chair.**

**(i) Establishing an incubation centre**

The Board deliberated on the proposed incubation centre. The Board observed that the University should establish an incubation/ entrepreneurship centre as early as possible preferably within three months. The Board was of the view that such a centre should not be co branded and the MOU with any organization should not be exclusive and initially for a period not more than 03 years.

**(Action- Dean Academics and Dr. Seema Mehta)**

**(ii) Calendar of next BOM Meeting**

The Board decided that the next meeting of the Board of Management will be held on Thursday, March 16, 2017 and Saturday. June 24 2017. The Members were requested to save the dates.

**(Action- Member Secretary)**

The meeting ended with thanks to the chair.

Registrar  
Member Secretary.  
November 17, 2016