

Minutes of the 14th meeting of the Board of Management held on Oct. 6th, 2018

The 14th meeting of the Board of Management was held on Saturday, Oct. 6th, 2018 at 11:00 AM in the Board Room of the University. Dr. SD Gupta, the Chairperson of the University chaired the meeting. The following members of the Board were present in the meeting:

1. Dr. Pankaj Gupta – President
2. Dr. Ashok Agarwal – Member
3. Dr. PR Sodani – Pro-President
4. Sh. Hemant Kaul – Member
5. Sh. Sudarshan Jain – Member
6. Prof. Rishikesh Krishnan – Member (through Skype)
7. Sh. Narayan Ramaswamy – Member (through Skype)
8. Dr. Pramod Kumar – Faculty Nominee
9. Dr. Monika Chaudhary - Faculty Nominee
10. Dr. Gautam Mukherjee – Registrar, Member Secretary

At the outset Dr. SD Gupta, Chairperson extended a warm welcome to all the members present. He also introduced the new President Dr. Pankaj Gupta to the Board as this was his first meeting after joining the University. Leave of absence was granted to Mr. Anand Agarwal, Sujatha Rao, Ashutosh T Pednekar, Dr. Richa Singh Debgupta and Dr. Vikas Agarwal.

- 1. Confirmation of the minutes of the 13th meeting of the Board of Management:** The Registrar informed the BOM that the minutes of the 13th meeting of the BOM of the IIHMR University held on May 28th, 2018 was circulated to all the members of the Board. Mr. Hemant Kaul raised the issue that our students lacked communication skills and that adversely affected their placement chances. The Chairman explained that we have recruited an Assistant Professor in English and she is taking remedial courses for communication skills and better presentation and this has been made a credit course. President Dr. Pankaj Gupta explained that sometimes the students are nervous and have fear of failure. He assured the Board that a structured environment would be created to train the students for further grooming and presentation. He gave the example of placement interview with Accenture where 4 of our students were selected at a salary of 12 lacs. He informed the Board that he would make it a practice to meet the recruiters before and after the interview to know what went wrong if a student failed to get placed so that same may be rectified in future.

The Board resolved unanimously to approve the minutes of the 13th meeting.

2. Review of Action Taken Report:

- 2.1 Distance education course:** The Board was informed that in compliance of directions a distance education committee was formed under the convenorship of Dr. Seema Mehta. The committee found that the University had applied for distance education programs from DEC in 2010 and 2012 and had also deposited Rs. 1.5 lacs. The committee felt that substantial investment was required in the form of recruitment,

development of studio and writing of different modules and wanted the guidance of the Board because it felt that same may not be viable to run offline and online instructions. The Chairman explained that distance education could be done through online and offline courses and the priority could be online courses which are normally free. However, if a certificate is to be issued at the end of the course then some nominal fees could be charged. Dr. Monika Chaudhary was requested to enlighten the Board regarding progress of MOOC's. She explained that the progress of MOOC's was slow because of tight teaching schedule. Further, the intellectual resources were paid in MDP's while MOOC's was free. Also, that online information is available on website like Quora, Coursera, etc.

President Dr. Pankaj Gupta explained that he had been to Bangalore for a workshop of Medi University wherein lot of information was available in the form of Ppt, simulation exercises, case studies. He also gave the example of workshop of ethics in collaboration with ICMR which had lot of potential for learning. He suggested that a portal called Knowledge at IIHMR could be started and a steering committee could be constituted which could plan for seminar courses.

He also explained that the convener of distance education had shared with him that the distance education may not be viable as we do not have NAAC accreditation. Dr. Ashok Agarwal said that MOOC's was the future and the University should analyze why progress has not been made. The President further elaborated that he would work out the target segment, time frame for implementation and likely estimate to ensure that free knowledge resources on the Swayam platform will be worked out.

It was resolved that the president would make a presentation on the online courses in the next Board meeting. It was also resolved that we shall not pursue the offline distance education for the present.

2.2 Publication of research paper by Dr. Ranjan Prusty: The Board was informed that the paper on actionable dietary advice to pregnant and lactating mothers could not be published as the matter is still pending with the donor agency. Chairman explained that the recommendation of Board to publish the manuscript was just to develop a knowledge product.

Resolved that the matter may be dropped for action in due course.

2.3.1 & 2.3.2 Admissions and placement: The Board felt that the primary focus of the University should be to fill up all the available seats with quality students and ensure their placement after the end of the course.

Mr. Hemant Kaul observed that the no. of students in all the 3 schools are in the reducing trend and total intake is not filled up. Similarly, there is a decline in the median salary during placement. He felt that IIHMRU is a great university with lot of potential and being a private university, this downfall needs to be addressed immediately. The Chairman requested the President to share his views in the matter. Prof. Pankaj Gupta

explained that he would be implementing a few innovations for academic excellence. He already has a pre-approved academic session plan in which at least 10% lectures will be given by serving managers from industries. They will comprise of managers of the first level, executive vice presidents and CEOs. He explained that external faculty was invited in our university in Nov. for electives and he would utilize this opportunity to invite renowned faculty from IIM and other reputed institutions. The students will be actively involved in project consultancy of the faculty members. All faculty shall have online evaluation both mid-term as-well-as end of the module to ensure course correction. The faculty will have reflective notes to be shared with the students and also part of WhatsApp group for long-term relationship i.e. even after the end of module the faculty can interact with the students to give them updates. He intends to create a wow effect amongst the students by letting them react with role models directly. There will be academic audit and peer review so that subject experts may further intervene on need basis. The academic excellence program would be implemented from Oct. 2018 and he assured the Board that they would witness a substantial change in the academic environment by next March 2019. As these new initiatives may involve financial investment he sought the Board's support.

Resolved that the Board permitted the President to make reasonable investment for upgrading the admission and placement initiatives.

2.4.1 Slow progress of awarded projects: The Board reviewed the ongoing research projects and felt that the success rate of sanctioned projects is still on the lower side. The Chairman again reiterated that faculty who had earlier not submitted any project proposal are being encouraged to write proposals. He himself is involved in reviewing the new projects and to ensure that the projects now being submitted have better chances to succeed. President Dr. Pankaj Gupta supported him saying that there was some problem in the HANS project and same was rectified in time.

2.4.2 Recovery mechanism of project revenue after completion of the project: The Board was apprised that recovery of project revenue used to get delayed because the principal investigator got busy in other projects and had no time to pursue recovery of completed projects. Now a dedicated accountant Mr. Raj Kapoor Raghav has been entrusted for expeditious settlement of dues after the project completion. Mr. Sudarshan Jain wanted to have data of % of improvement. Dr. Ashok Agarwal suggested that to study the genesis of recovery the finance and audit committee should be involved in the matter.

2.5 4th meeting of Fee Fixation Committee: The Fee Fixation Committee meeting was held on 22nd Sept., 2018. Mr. Hemant Kaul observed that though data was provided no recommendation was made regarding increase in fees. The Chairman enquired from Prof. Rishikesh Krishnan regarding the trend in management course. Mr. Rishikesh informed that there was an upward trend up to 5 to 6 %. However, the academic quality and business opportunity provided to the students is the criteria for fee increase. He

also observed that sometimes the fee is the indicator and organization should consider benchmarking. Dr. Ashok Agarwal again suggested that the finance and audit committee should be consulted regarding hike in fees. President Dr. Pankaj Gupta was of the opinion that in order to create academic excellence more funds would be required.

Resolved that Fee Fixation Committee may be re-convened after proper consultation and adequate paper work so that the FFC can evaluate and fix the fees at optimal level.

2.7 HR policy: The Chairman informed the Board that the Statutes of the University have not been finalized so far. Therefore, the existing HR policy has been re-drafted in consultation with an expert and same will be presented after internal discussion. Mr. Hemant Kaul observed that the changes in the government draft have to be examined carefully because it has long term impact. Dr. Ashok Agarwal enquired whether the statutes were mandatory or have an iota of choice. He also wanted to know whether government has given any time frame for approval of the statutes. He was of the opinion that it has important regulatory and governance functions and would also affect the academic and financial implications. He suggested that the President should be given some time to study the statutes and thereafter it could be decided with or without modifications.

Resolved that the president may study the draft statutes and reach a decision in consultation with legal experts.

Item no. 3: Confirmation of the appointment of President: The Chairperson mentioned that it was one of the most important agenda of the meeting. The members appreciated the selection of the President and welcomed him on Board. Mr. Hemant Kaul observed that the Chairman has delegated full authority to the President, but he must take an evolutionary course with responsibility and guided always by the Chairperson.

Resolved that the appointment of the President was confirmed unanimously.

Reporting item no. 4:**Admission and Academic Calendar:**

The Board also wanted a comparative statement of the admission summary, fee structure and placement details. Same was collected from the academic section and attached for ready reference.

Admission Summary									
Particulars	MBA-HM			MBA-PM			MBA-RM		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
Approved Intake	180	180	180	60	60	60	30	30	30
Students Enrolled	165	179	151	37	35	32	10	13	12
Applications received & candidates selected in 2018-20 only	369		242	91		60	25		13

- The selected students did not deposit fees and could not be enrolled.

Entrance for Admission	MBA-HM			MBA-PM			MBA-RM		
	2018-20	2017-19	2016-18	2018-20	2017-19	2016-18	2018-20	2017-19	2016-18
ATMA	7	1	2	2	-		-	-	1
CAT	1	1	2	-	-	1	-	-	-
CMAT	8	6	5	1	2		-	-	-
GPAT	-	-	-	3	-	3	-	-	-
IIHMR MAT	61	25		23	19	9	9	10	-
MAT	72	113	99	8	7		-	2	1
Work Exp.	15	33	42	-	-	-	1	-	-
Pharma/Rural MAT	-	-	-	-	6	19		1	10
XAT	1	-	1	-	1	-	-	-	-
Total	165	179	151	37	35	32	10	13	12

Particulars	MBA-HM			MBA-PM			MBA-RM		
	2018-20	2017-19	2016-18	2018-20	2017-19	2016-18	2018-20	2017-19	2016-18
Fee Structure	8,00,000	7,10,000	6,45,000	7,00,000	6,45,000	5,85,000	4,40,000	4,00,000	3,30,000

Placement Details

	2018				2017				2016			
	Max.	Median	Min.	Not opted	Max.	Median	Min.	Not opted	Max.	Median	Min.	Not opted
MBA HM	12	4.8	3	5	9.5	4.46	2.4	1	14.22	5.26	2.4	3
MBA PM	8.5	4.7	3	0	6.21	4.5	3.24	0	12.03	4.49	2.16	0
MBA RM	4.8	4.2	3	1	4.2	3.8	3	0	-	-	-	-

The Board expressed its concern for the decline in admission. The Chairman informed that the University is at crossroads. We were very successful as an institute but since becoming a university there is a shortfall. The President informed that proper marketing has not been done to promote the university. Further, the placements also are not very favorable. In order to improve the admission and placement he has a plan which will ensure that the total seats will be filled up and students will also have good placements. Presently, students come on their choice or through IIHMR MAT. We need to build brand by attracting GMAT/CAT/MAT qualified brilliant students. We could consider giving 70-80% scholarship to deserving students having 100 percentile. He also suggested that the current students could become brand ambassadors if they had the wow effect. He had plans to invite the IIM faculty and CEOs of leading industries to impress the students. The quality of the faculty also needs to be updated. Presently, the publications of the existing faculty needs to be improved. He suggested that happy students could attract prospective. Presently, the summer training starts in March whereas in leading institutes they start by Sept.-Oct. and all the seats are filled up. He observed that admission, academics, placement, and media are handled by Dr. Kaushik and Hem Bhargava and it is not possible for a single team to deliver on all four important functions. He requested for a free hand to have a specialist Head of Admissions and Head of Placement.

The concept of base level salary and performance-based emoluments were also discussed. The Chairman delegated to the President a free hand to make suitable changes. Mr. Hemant Kaul again reiterated that the President should move in evolutionary mode but guided by the Chairperson.

Resolved that the President will make necessary changes to ensure optimal admissions and placements.

Item no. 4.1:

Review of PhD program: The Board was informed that 14 students were admitted for PhD program this year and 13 of them have completed the 1st & 2nd course work. 7 of our previous PhD cohort are writing their thesis. Regarding recovery of outstanding fees of PhD substantial amount has been deposited. The Board appreciated the significant work done by the faculty.

The PhD guidelines tabled as a table agenda, was discussed but could not be approved and deferred for the next meeting.

Agenda item no. 5:

Research project consultancy: Prof. PR Sodani informed the Board that from April 2018, 36 project proposals have been submitted. Mr. Sudarshan Jain enquired whether the approval of projects are improving. The Chairman Dr. SD Gupta informed the Board that the university is a knowledge partner with Netflix. The national nutrition program with collaboration of UNICEF is progressing well and we have just completed the project in Jammu & Kashmir. We have been L1 in 5 states under NHFS program as we could apply only in 5 states. This is a 30 crore project which will be completed in 18 months provided we get the approval of Finance Department. He also informed the Board of implementation plan with John Hopkins consortium is in progress. It is a global project to be implemented in Nigeria, Ethiopia, and India. He also talked about the Performance Management Accountability program being handled by Dr. Sodani in which rural village level women are using tablets for data entry. He lamented that the irony of IIHMR is lack of proper documentation. He suggested that Dr. Ellen McKenzie, Dean of JHU would be visiting and we could organize a Jamboree at Delhi International Heritage Center where she could deliver a lecture. Dr. Ashok Agarwal wanted to know whether the progress of project consultancy is being uploaded on our website which was replied in affirmative.

Reporting item no. 6:

MDPs: Prof. PR Sodani informed the Board that since April 2018, 10 MDPs have been held with 129 participants out of which 38 were international participants. Dr. Ashok Agarwal suggested that no. of participants and the budget of the MDP should be incorporated in the information provided. Dr. SD Gupta informed the Board that out of an annual target of 2.05 crores, we have already achieved Rs. 1 crore which is 46% of the total target. The Board was also informed about the high value MDP at Goa. Dr. Sodani informed that all the 4 custom training programs Power grid, Utkarsh, and 2 Vaccine Economics program have been completed and 2 more are slotted at Bangalore & Jaipur. He also informed that Mr. David Bisni of GATES Foundation is likely to participate. Dr. Sodani also apprised the Board about his visit to USA last month.

Reporting item no. 7:

Alumni relationship: The President Dr. Pankaj Gupta shared his vision about alumni relationship. He informed the Board that in order to alumni promotion he would arrange corporate meet, CEO conclave, road show, etc., for brand building. He informed the Board about the key note speaker Dr. Vijay Agarwal who was the chief guest in our Foundation Day function. He also informed that the 98th batch would be completing 20 years and he plans to organize a 20 years re-union which incidentally will coincide with Jaipur Literary Festival. He also plans for 10 years re-union. He informed the Board that the alumina would be connected on LinkedIn and Alumina.com. He also suggested that an ID has been created as events@iihmr where every faculty or staff member would upload various events of importance. The President also informed the Board that he would be introducing a monthly review to monitor the progress of the faculty and staff.

Dr. Ashok Agarwal emphasized that lot of changes are required to make the University competitive. The deans of the various schools of the University need to be appointed as Officiating Deans will not be able to deliver. He advised the President to have a time frame for changes. Mr. Sudarshan Jain suggested that the President should have a 30 60 90 days plan for achieving results which could be implemented after discussion with the Chairman. The President wanted to start 2 centers of excellence for Cost Management & Health and center for mindfulness which were accepted by the Chairperson. Dr. Ashok Agarwal talked about the structured governance plan of JHU and hope that someday that meticulous approach would also be visualized in IIHMRU.

The meeting ended with thanks to the Chair.