



प्रशान्त गर्ग  
उप कुलसचिव (प्रशासन)

**Prashant Garg**  
Deputy Registrar (Admn.)

**भारतीय प्रौद्योगिकी संस्थान रुड़की**  
रुड़की-247 667, उत्तराखण्ड, भारत

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सं० भा० प्रौ० सं० रु० / एम० एस० / 35<sup>वीं</sup> बी.ओ.जी. / .....

No. IITR/MS/35<sup>th</sup> BoG/ 7577

दिनांक : 18 जून 2012

Dated: 18<sup>th</sup> June 2012

All Members of the Board of Governors  
Indian Institute of Technology Roorkee

**Sub: Minutes of the 35<sup>th</sup> Meeting of the Board of Governors of the  
Indian Institute of Technology Roorkee held on 26<sup>th</sup> May 2012.**

Kindly find enclosed the minutes of the 35<sup>th</sup> Meeting of the Board of Governors of the Institute, which have been duly approved by the Chairman, Board of Governors.

It is requested that comments, if any, on the above referred minutes may kindly be sent to the undersigned within 15 days. If no comments are received within this period, it would be presumed that you agree with the minutes as recorded, and action may be initiated to implement the same.

Encl: As above

(प्रशान्त गर्ग)

(Prashant Garg)

कार्यवाहक कुलसचिव एवं सचिव, अभिशासक परिषद्  
Actg. Registrar & Secretary, BoG

**18 JUN 2012**

भारतीय प्रौद्योगिकी संस्थान रुड़की  
**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**  
रुड़की-247 667 / **ROORKEE - 247 667**



अभिशासक परिषद् की 35<sup>वीं</sup> बैठक  
**35<sup>th</sup> MEETING OF THE BOARD OF GOVERNORS**  
**DAY & DATE: SATURDAY, THE 26<sup>TH</sup> MAY 2012**


*सूचि* / **INDEX**

Item No.	Particulars	Page (s)
	<b>PROCEDURAL :</b>	
35.1	To confirm the minutes of the 34 <sup>th</sup> Meeting of the Board of Governors held on 12.03.2012.	1
35.2	To receive a report of actions taken on the minutes of the 34 <sup>th</sup> Meeting of the Board of Governors held on 12.03.2012.	2
35.3	To receive a report from the Director on the significant developments/issues since the last meeting of the Board held on 12.03.2012.	2
	<b>APPROVAL &amp; ROUTINE MATTERS:</b>	
35.4	To report matters for the information of the Board of Governors.	3
35.5	To report the actions/decisions taken by the Chairman, Board of Governors on behalf of the Board of Governors.	4
35.6	To consider the proposal for conversion of existing one post of Mid-wife Gr. II (Qualified) in the PB Rs.5200-20,200 with GP Rs.2000 to Pharmacist in the PB Rs.5200-20200 with GP Rs.2800 for recommending to the Ministry.	4
	<b>STATUTORY MATTERS:</b>	
35.7	To consider the recommendations of the Committee on revision of emoluments to the 'Y' Pool workers.	5
35.8	To consider the revision of rates of fellowships for the Post Doctoral Fellows.	5

18 JUN 2012



35.9	To consider the recommendations of the Senate dated 22 <sup>nd</sup> February 2012 regarding-  (a) To consider the period of absence that can be allowed to a Research Scholar for visits in India or abroad in connection with their research work etc.  (b) To consider the quantum of leave that can be allowed to the Research Scholars.	6
35.10	To consider the proposals for writing off various items which have been recommended to be written off by the Institute Technical Committee.	7
35.11	To consider the issue of granting the HAG of Rs. 67000 – 79000 w.e.f. 01.09.2008 under MACPS on completion of ten years of service to the Registrar & the Librarian.  <b>SUBSTANTIVE MATTERS:</b>	10
35.12	To consider the schemes for appointment on Post retirement/ Honorary positions for faculty members of the Institute and Visiting Faculty Positions.	12
35.13	To consider the proposal for creation of the under-mentioned posts for the Estate & Works:  (a) One post of Executive Engineer (Civil) and one post of Executive Engineer (Electrical) in regular cadre.  (b) Additional 11 posts of Junior Engineers (JEs)/TA (Sanitation) [J.E.(Horticulture)-2, J.E.(Civil)-2, J.E.(Electrical)-5, J.E. (Water Supply) + T.A. (Sanitation)-2] on regular basis for Estate & Works.  (c) Two posts of Deputy Registrars and six posts of Assistant Registrars on regular basis.	12
35.14	To consider the proposal for filling up ministerial and technical positions at the entry level of the respective cadres on contract basis.	13
35.15	To consider the report of Mr. D.K.Ghosh on Rejuvenation of Administration Aiming Academic Administration with Corporate Efficiency.	13
App. 'A'	Revised consolidated emoluments of contract employees	14
App. 'B'	Revised consolidated emoluments of 'Y' Pool Workers	15
App. 'C'	Report on Rejuvenation of Administration Aiming Academic Administration with Corporate Efficiency.	16-71

  
 18 JUN 2012



**भारतीय प्रौद्योगिकी संस्थान रुड़की**  
**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**  
**रुड़की – 247 667**  
**ROORKEE – 247 667**



अभिशासक परिषद् की दिनांक 26 मई 2012 को नई दिल्ली में अपरान्ह 4.00 पर आहूत 35<sup>वीं</sup> बैठक का कार्यवृत्त।

**MINUTES OF THE 35<sup>th</sup> MEETING OF THE BOARD OF GOVERNORS  
HELD ON 26<sup>th</sup> MAY 2012 AT 4.00 P.M. AT NEW DELHI.**

**उपस्थित / PRESENT:**

1.	Mr. Analjit Singh	Chairman
2.	Prof. Pradipta Banerji, Director, IIT Roorkee	Member
3.	Mr. Dhanpat Singh, FC&PS, Govt. of Haryana Technical Education Department, Chandigarh	Member
4.	Prof. B.N.Jain, Vice Chancellor, BITS, Pilani	Member
5.	Mr. R.S.T. Sai, Chairman & MD, THDC Ltd., Rishikesh	Member
6.	Prof. Vinod Kumar, IIT Roorkee	Member
7.	Prof. Ravi Bhushan, IIT Roorkee	Member
8.	Dr. M. Ramachandran, IAS (Retd.)	Permanent Invitee
9.	Prof. D.K. Paul, Dy. Director, IIT Roorkee	Permanent Invitee
10.	Lt.Col. (Retd ) A.K. Srivastava, Registrar	Secretary

At the outset, the Chairman welcomed the members to the 35<sup>th</sup> meeting of the Board of Governors especially to the outside members Prof. B.N. Jain, Mr. R.S.T. Sai, Mr. Dhanpat Singh and Dr. M. Ramachandran.

The Board noted that a communication had been received from Mr. Pawan Munjal, MD & CEO, Hero MotoCorp Ltd., New Delhi, to grant him leave of absence for not being able to attend the meeting of the Board on 26 May 2012, due to his overseas business trip.

The agenda was then taken up.

**Item No. 35.1: Confirmation of the minutes of the 34<sup>th</sup> Meeting of the Board of Governors held on 12.03.2012.**

**1.1** The Board **noted** that the minutes of the 34<sup>th</sup> meeting of the Board of Governors held on 12<sup>th</sup> March 2012 were circulated to all members of the Board of



Governors (vide letter No. IITR/MS/34<sup>th</sup> BOG/7446 dated 09.04.2012) for their comments, and corrigendum Nos. IITR/MS/ BOG(03/ 2012)/ 7464 dated 7<sup>th</sup> May 2012 and IITR/MS/BOG(03/2012) 7479 dated 10<sup>th</sup> May 2012 were also issued, and that no comments were received.

**1.2** The Board **confirmed** the Minutes of the 34<sup>th</sup> Meeting.

**Item No.35.2: Report of actions taken on the minutes of the 34<sup>th</sup> Meeting of the Board of Governors held on 12.03.2012.**

**2.1** The Board **considered** the actions taken on the Minutes of the 34<sup>th</sup> meeting of the Board of Governors held on 12<sup>th</sup> March 2012.

**2.2** The Board **noted** the actions taken as reported except item No.34.1.16.

**Item No.35.3: Report of the Director on the significant developments/ issues since the last meeting of the Board held on 12.03.2012.**

**3.1** The Board **considered the** Report of the Director and **noted** the various events since the last meeting of the Board as contained in his Report. A brief presentation was also made by the Director before the Board. This presentation was in line with the discussion of the 34<sup>th</sup> meeting of the Board, where the under-mentioned metrics for review of the Institute's performance were decided:

- (a) Faculty Strength and Recruitment of Faculty;
- (b) Consultancy and Sponsored Research earnings;
- (c) Students Placement data;
- (d) Research Publications;
- (e) New Academic Programmes;
- (f) Review of Status of Projects approved by the Board.

**3.2** The Board appreciated the report and the presentation made by the Director and suggested that such a presentation be made once every six months, before the Board.



18 JUN 2012



**Item No. 35.4: Reporting matters for the information of the Board of Governors.**

**RESOLUTION No.BG/25/2012: THE BOARD RESOLVED THAT** the matters, as listed below, were noted and recorded.

- (i) Minutes of the 43<sup>rd</sup> Meeting and the urgent Meeting of the Senate of the Institute held on 22.2.2012 and 28.4.2012, respectively.
- (ii) Minutes of the 28<sup>th</sup> Meeting of the Finance Committee of the Institute held on 12.03.2012.
- (iii) Revised House Allotment Rules of the Institute which has been effected from 7<sup>th</sup> May 2012.
- (iv) The under-mentioned Faculty Members have superannuated:

Sl. No.	Name	Designation	Department	Date of Superannuation
1.	Dr. Y.K. Gupta	Professor	Mathematics	31.3.2012
2.	Dr. S. Ray	Professor	Material & Metallurgical Engg.	30.4.2012
3.	Dr. D.K. Srivastava	Professor	Hydrology	30.4.2012

- (v) The under-mentioned Faculty members have been brought on the regular cadre:

Sl. No.	Name	Designation	Department	Date on which brought on the Regular Cadre
1.	Dr. Kamal Jain	Associate Professor	Civil Engineering	01.01.2012
2.	Dr. P. Sateesh Kumar	Assistant Professor	Electronics & Computer Engineering	15.12.2011
3.	Dr. Sharmili Das	Assistant Professor	Electrical Engineering	10.01.2012
4.	Dr. Yogesh Vijay Hote	Assistant Professor	Electrical Engineering	18.02.2012
5.	Dr. Sandeep Kumar	Assistant Professor	Electronics & Computer Engineering	18.02.2012
6.	Dr. (Mrs.) Shaily Tomar	Assistant Professor	Biotechnology	23.02.2012

  
18 JUN 2012



**Item No.35.5: Reporting of the actions/decisions taken by the Chairman, Board of Governors on behalf of the Board of Governors:-**

**5.1** The Board **ratified** the approvals accorded by the Chairman, Board of Governors on behalf of the Board:

**RESOLUTION No.BG/26/2012: THE BOARD RESOLVED THAT** the approvals accorded by the Chairman, Board of Governors on behalf of the Board are ratified:

(i) Approval of the under-mentioned two Experts on the Award Committee for the Professorial Chair on Intellectual Property Education, Research and Public Outreach (IPERPO):

1. Prof. Ashok Misra, Chairman, Intellectual Ventures India Ltd., Bangalore.
2. Prof. Karuna Jain, Head, SJMSOM, IIT Bombay.

**Item No.35.6: Proposal for the up-gradation of one existing post of Mid-wife Grade- II (Qualified) in the PB-1: Rs.5200-20,200 with the Grade Pay of Rs. 2000 to that of Pharmacist in the PB-1: Rs.5200-20200 with the Grade Pay of Rs. 2800.**

**6.1** The Finance Committee had **considered** the issue vide item No.29.3. The recommendations of the Finance Committee were placed before the Board of Governors. After discussion, the Board approved the recommendations of the Finance Committee.

**RESOLUTION No.BG/27/2012: THE BOARD RESOLVED THAT** the proposal for up-gradation of one existing post of Mid-wife Grade-II (Qualified) in Pay Band-1: Rs.5200-20,200 carrying the Grade Pay of Rs. 2000 (presently vacant), to that of Pharmacist in Pay Band-1 : Rs.5200-20,200 with the Grade Pay of Rs.2800, be approved, with the proviso that possession of the qualifications approved by the MHRD for the post of Pharmacist, which are stated below, shall be mandatory for recruitment to this post.

  
18 JUN 2012



Name of the Post, Pay Band, Grade Pay	Minimum Educational Qualifications at the entry level
Pharmacist, Pay Band-1: Rs.5200-20,200 Grade Pay Rs.2800	<ol style="list-style-type: none"> <li>1. 10+2 or equivalent.</li> <li>2. Diploma or degree in Pharmacy granted by an institution of the Central/State Government or an Institution recognized by the Central or State Government.</li> <li>3. Should be registered as a "Pharmacist" under the Pharmacy Act, 1948.</li> </ol>

**Item No.35.7: Recommendations of the Committee on revision of Emoluments of the Contract and Y-Pool workers.**

**7.1** The Finance Committee had **considered** the issue vide item No. 29.5. The recommendations of the Finance Committee were placed before the Board of Governors. After discussion, the Board approved the recommendations of the Finance Committee.

**RESOLUTION No.BG/28/2012: THE BOARD RESOLVED THAT** the increase in the monthly emoluments of the Contract and Y-Pool Workers by 15% and 30% as per the details given in **Appendices 'A' and 'B'** respectively, be approved. The revised emoluments will be applicable with effect from 1<sup>st</sup> April 2012.

**7.2** The Board further **resolved** that the other recommendations of the committee be not accepted.

**Item No.35.8: Revision of rates of fellowship for the Post Doctoral Fellows.**

**8.1** The Finance Committee had **considered** the issue vide item No. 29.6. The recommendations of the Finance Committee were placed before the Board of Governors. After discussion, the Board approved the recommendations of the Finance Committee.

**RESOLUTION No.BG/29/2012: THE BOARD RESOLVED THAT** the rates of fellowship for the Post Doctoral fellows be revised as under:

Qualification/ Experience	Amount of Fellowship	
	Existing Rates	Revised rates
1. Ph.D. with two	Rs.25,000 p.m.	Rs.40,000 p.m.



years of experience		
2. Recent Ph.D. Degree Holder	Rs.20,000 p.m.	Rs.35,000 p.m.

The revised rates will be effective from 1<sup>st</sup> December 2011.

**Item No. 35.9: Recommendations of the Senate dated 22<sup>nd</sup> February 2012 regarding:-**

- (a) **Period of absence that can be allowed to a full time Research Scholar for visits in India or abroad in connection with their research work etc.**
- (b) **Quantum of leave that can be allowed to the Research Scholars.**

**9.1** The Board **considered** the recommendations of the Senate dated 22<sup>nd</sup> February 2012 regarding Period of absence that can be allowed to a full time Research Scholar for visits in India or abroad in connection with their research work, etc.

**RESOLUTION No.BG/30/2012: THE BOARD RESOLVED as under-**

- (a) A full time Research Scholar shall ordinarily be allowed absence from the Institute for field work/ research work in other Institutes in India or abroad during the tenure of his/her studies at IIT Roorkee, subject to a maximum of 50% of the total duration of his/her Ph.D., on the recommendations of his Ph.D. Supervisor(s), along with the details of the contact person at the host Institute, to be sent to the Dean (Academic Research) of the Institute.
- (b) Research scholars will only be entitled for an institute assistantship or scholarship provided he/she does not receive any stipend/scholarship from the sponsoring institution or organization.
- (c) Research scholars visiting Institutes/ Organisations under exchange programmes or Memoranda of Understanding shall be solely governed by the terms of the particular Memorandum of Standing or the Exchange Programme.

  
**18 JUN 2012**



**9.2** The Board **considered** the recommendations of the Senate dated 22<sup>nd</sup> February 2012 regarding Quantum of leave that can be allowed to the Research Scholars.

**RESOLUTION No.BG/31/2012: THE BOARD RESOLVED THAT-** a full-time research student/candidate, during his/ her stay at the Institute will be entitled to leave for 30 days per academic year including leave on medical grounds, in addition to Public Holidays. He/she will not be entitled to mid-semester breaks, summer and winter vacations. Besides, the following conditions shall also be applicable:

a) A proper leave account of each research student/candidate shall be maintained by the Department/Centre concerned.

b) Women scholars are entitled for maternity leave with full fellowship/assistantship as applicable, for a period not exceeding 135 days, once during the tenure of their award. The application for maternity leave should be supported by medical certificate.

c) Male Scholars are entitled for 15 days paternity leave once during the tenure of their award. The application for paternity leave should be supported by medical certificate.

d) Participation in Seminars/ Conferences in India / abroad by research scholars to present paper will be treated on duty. However, permission from Dean Academic Research be obtained prior to proceeding for conference etc.

e) Research student/candidate supported by a Govt./ semi - Govt. agencies may be governed by their own rules, if applicable.

Ph.D. Regulation R.18 Leave and Attendance stands amended accordingly.

**Item No. 35.10: Proposals for writing off various items which have been recommended to be written off by the Institute Technical Committee.**

**10.1** The Board **considered** the recommendations of the Departmental Professorial Committee meeting dated 13<sup>th</sup> December 2007 to write-off of one Canon EQS 88 Kit QD SLR Camera of the Earthquake Engineering Department,



under abnormal wear & tear. The Board noted that the camera was stolen from the vehicle while returning from Bhuj after conducting the earthquake damage survey. A FIR was lodged on 11.2.2002 and ACJM Roorkee after proper investigation ordered to close the case.

**RESOLUTION No.BG/32/2012: THE BOARD RESOLVED THAT** the under-mentioned item of the Department of Earthquake Engineering be written off:

Name of item	Date of purchase	Book value (Rs.)
Canon EQS 88 Kit QD SLR Camera with EE Lens 35.80 Body No.3713067 Lens No. 3708685	01.02.2001	Rs.18,400 + Rs.650 as cost of case

**10.2** The Board **considered** the recommendations of the Institute Technical Committee meeting dated 16.11.2010 and 25.4.2012 for writing off the unserviceable items costing above Rs.5.00 lacs of the Department of Electronics & Computer Engineering under normal wear and tear.

**RESOLUTION No.BG/33/2012: THE BOARD RESOLVED THAT** the under-mentioned items of the Department of Electronics & Computer Engineering be written off:

Sl. No.	Name of item	Qty.	Book Value (Rs.)	Depreciated Cost (Rs.)
1.	PIV @ 2GHZ Acer CD Writer (Int) fitted 512 MB Ram fitted DVD Combo fitted	- 26 nos. - 04 nos. - 05 nos. - 10 nos.	8,70,194.00 13,600.00 8,700.00 37,280.00	Rs.91,000.00
2.	PIV @ 2.6 GHZ Samsang DVD Combo Drive fitted 256 MB Ram fitted 80 GB HDD fitted	- 25 nos. - 18 nos. - 25 nos. - 25 nos.	7,88,500.00 47,700.00 28,500.00 22,500.00	Rs.1,00,000.00
3.	Micro Scan Nano Contact Surface Profiler system	- 01 no.	10,80,019.00	Rs.2,74,526.00
4.	CV Plotter with accessories	- 01 no.	14,85,989.00	Rs.1,06,678.00

**10.3** The Board **considered** the recommendations of the Institute Technical Committee meeting dated 25.4.2012 for writing off the unserviceable items costing above



Rs.5.00 lacs of the Department of Civil Engineering under normal wear and tear.

**RESOLUTION No.BG/34/2012: THE BOARD RESOLVED THAT** the under-mentioned items of the Department of Civil Engineering be written off:

Sl. No.	Name of item	Qty.	Book Value (Rs.)	Depreciated Cost (Rs.)
1.	ISROVISION image processing system with computer 386, tape driver, colour Fizutsu DL 3400 printer and SAC image software for image processing	01 no.	10,55,000.00	Rs.1,75,944.00
2.	SO <sub>2</sub> , CO Analyzer and Multi gas calibrator	01 no.	5,10,918.00	Rs.45,282.00
3.	Four Channel Segment Analyser	01 no.	5,77,599.00	Rs.46,703.00

**10.4** The Board **considered** the recommendations of the Institute Technical Committee meeting dated 25.4.2012 for writing off the unserviceable items costing above Rs.5.00 lacs of the Department of Electrical Engineering under normal wear and tear.

**RESOLUTION No.BG/35/2012: THE BOARD RESOLVED THAT** the under-mentioned item of the Department of Electrical Engineering be written off:

Sl. No.	Name of item	Qty.	Book Value (Rs.)	Depreciated Cost (Rs.)
1.	P.C. Based Micro Processor Development System with accessories.	01 no.	6,81,829.00	Rs.9,071.18

**10.5** The Board **considered** the recommendations of the Institute Technical Committee meeting dated 25.4.2012 for writing off the unserviceable items costing above Rs.5.00 lacs of the Department of Mechanical & Industrial Engineering under normal wear and tear.

**RESOLUTION No.BG/36/2012: THE BOARD RESOLVED THAT** the under-mentioned item of the Department of Mechanical & Industrial Engineering be written off:

  
18 JUN 2012



Sl. No.	Name of item	Qty.	Book Value (Rs.)	Depreciated Cost (Rs.)
1.	Data Acquisition System	01 no.	8,95,000.00	Rs.1,000.00

**(c) Recommendations of the Committee to write-off 07 Institute vehicles.**

**10.6** The Board **considered** the recommendations dated 2<sup>nd</sup> May 2012 of the Committee constituted to examine the various vehicles of the Institute for condemnation, and to ascertain: (a) whether or not these vehicles were beyond economic repair (b) whether or not these vehicles are fit for further use.

**RESOLUTION No.BG/37/2012: THE BOARD RESOLVED THAT** seven vehicles of the Institute as given in the **Table-1** be written off:

**TABLE-1**

S. No.	Vehicle No.	Description	Vintage	Book Value (Rs.)	Depreciated cost (Rs.)
1.	UP-10B-2530	Swaraj Mazda Mini Bus	1995	5,53,050	55,305
2.	UP-10B-2587	Swaraj Mazda Mini Bus	1995	5,53,050	55,305
3.	UP-10B-2588	Swaraj Mazda Mini Bus	1995	5,53,050	55,305
4.	UP-10D-1788	Ambassador Car	1999	3,32,223	33,223
5.	UA-08A-7000	Ambassador Car	2002	4,58,283	45,829
6.	UP-11-3401 DPT Campus	Matador	1990	1,13,401	11,340
7.	URF-9902 DPT Campus	Tata Deluxe Bus	1984	2,72,136	27,214
<b>Total</b>				<b>Rs.28,35,193</b>	<b>Rs.2,83,521</b>

**Item No. 35.11: Granting the HAG of Rs.67000-79000 w.e.f. 01.09.2008 under MACPS on completion of ten years of service to Registrar and Librarian.**

**11.1** The Finance Committee vide item No.29.7 had **considered** the issue for granting the HAG scale of Rs.67000 – (3% annual increment) – 79000 under the MACP Scheme to the Registrar and Librarian of the Institute on completion of either ten years of service in Pay Band-4: Rs.37,400-67,000 with the Grade Pay of Rs.10,000 or combined service of ten years in the pre-



2006 pay scale of Rs.16,400-22,400 and in Pay Band-4 : Rs.37,400-67,000 with the Grade Pay of Rs.10,000.

**11.2** The Registrar left the meeting when the discussion on this item started.

**11.3** The Board of Governors was asked to provide the following information before a discussion and decision on this agenda item could be taken up:

(i) What are the entry level qualifications for the posts of Registrar and Librarian in IIT, Roorkee? These should include:

- (a) Essential academic qualifications,
- (b) Professional qualifications, and
- (c) Experience (minimum/desirable)

(ii) What are the initial scales of pay for these posts?

(iii) What are the subsequent pay scales (different stages) and after how many years the next scale/promotion is due?

(iv) Have other major IITs; namely, IIT Delhi, IIT Mumbai, IIT Chennai, IIT, Kanpur and IIT, Kharagpur sanctioned the HAG of Rs. 67000-79000 to the incumbents of the posts of Librarians/Registrars in their Institutes? If yes, copies of orders issued by the respective IITs may also be put up.

(v) (a) What are the qualifications of the present incumbents? At what stage did they join IIT, Roorkee? What were their initial/entry level appointments in IIT, Roorkee (like Assistant Registrar/ Assistant Librarian etc.) and their career progression so far?

(b) When did they get the Super Time Scale i.e. Rs.37400-67000 plus Grade Pay of Rs.10,000 (PB IV)?

(vi) Which are the other posts in the IIT, Roorkee carrying the pay scale of Rs. 67000-79000 i.e. HAG? What are the qualifications/experience and career progression and job responsibility of these posts? What are the instructions/guidelines of the Ministry of Human Resources Development, Government of India to grant HAG to these posts (particularly to the teaching faculty)?



In addition, it was observed by Sri Dhanpat Singh, that this Higher Administrative Grade i.e. HAG is admissible to the incumbents of the posts of Additional Secretary to the Government of India or equivalent posts or to the Principal Secretaries in the States generally after 30 years in the Government of India and after 25 years or more in the State Governments. The duties and responsibilities and experience of those working on the posts of Principal Secretaries in the State Government or Additional Secretary or equivalent posts in the Government of India were definitely much higher than those of a Librarian or a Registrar in an academic institution like IIT, Roorkee.

**11.4** The Board **resolved** that this information be provided to the Board. The decision on this matter stands postponed to the next meeting of the Board.

**Item No.35.12: Revision of the existing schemes for re-appointment of Faculty Members of the Institute after their retirement and appointment of External Faculty.**

**12.1** The Board **considered** the revision of the existing schemes for re-appointment of Faculty Members of the Institute after their retirement and appointment of External Faculty.

**12.2** After discussion, the Board decided that the under-mentioned Sub-committee be constituted to look into the matter afresh, and to submit its recommendations for the consideration of the Chairman:-

- |  |          |
|--|----------|
| 1. Director, IIT Roorkee   | Chairman |
| 2. Prof. B.N.Jain, Member, BoG,<br>Vice Chancellor BITS, Pilani            | Member   |
| 3. Prof. Vinod Kumar, Member, BoG,<br>Dean of Faculty Affairs, IIT Roorkee | Member   |

The Board authorised the Chairman, Board of Governors to approve the recommendations of the said Sub-committee, on behalf of the Board.

**Item No.35.13: (A) Proposal for creation of the under-mentioned posts for the Estate & Works Division:**

- (a) Two posts of Executive Engineer (Civil-1 and Electrical-1) and one post of Assistant Executive Engineer (Civil) in the regular cadre.**



**(b) 10 additional posts of Junior Engineer in the regular cadre.**

**(B) Proposal for creation of Two permanent posts of Deputy Registrars and six permanent posts of Assistant Registrars.**

**13.1** This item was withdrawn on account of the observations of the Finance Committee.

**Item No. 35.14: Proposal for filling up ministerial and technical positions at the entry level of the respective cadres on contract basis.**

This item was withdrawn.

**Item No.35.15: Report of Dr. D.K.Ghosh on Rejuvenation of Administration Aiming Academic Administration with Corporate Efficiency.**

**15.1** A detailed presentation was made by Dr. D.K. Ghosh on the report of Rejuvenation of the Administration: Aiming Academic Administration with Corporate Efficiency. After discussion, the Board approved the report of Dr. D.K.Ghosh.

**RESOLUTION No.BG/38/2012: THE BOARD RESOLVED THAT** the report of Dr. D.K.Ghosh on Rejuvenation of Administration: Aiming Academic Administration with Corporate Efficiency as given at **Appendix 'C'** be accepted, and in principle approval of the recommendations made in the report was accorded. A detailed action plan indicating the various actions that are required to be taken to implement the recommendations of the report along with the time schedule and the cost involved for each activity be placed before the Board for consideration, in the next meeting.

The meeting ended with a vote of thanks to the Chair.

  
**18 JUN 2012**



**Appendix 'A'**  
(Refers to item No. 35.7 of the  
Minutes of the 35<sup>th</sup> meeting of BOG)

**REVISED CONSOLIDATED EMOLUMENTS OF CONTRACT EMPLOYEES**

<b>Designation</b>	<b>Consolidated emoluments as on 31.03.2012</b>	<b>Revised consolidated emoluments from 01.04.2012</b>
Technical Assistant	17,000	19,550/-
Junior Engineer	17,000	19,550/-
Junior Lab Assistant	10,500	12,075/-

  
**18 JUN 2012**



**Appendix 'B'**  
(Refers to item No. 35.7 of the  
Minutes of the 35<sup>th</sup> meeting of BOG)

**REVISED CONSOLIDATED EMOLUMENTS OF Y-POOL WORKERS**

<b>Category</b>	<b>Consolidated emoluments as on 31.03.2012</b>	<b>Revised consolidated emoluments from 01.04.2012</b>
<b>Y-1</b>	6830	8900
	7000	9100
	7340	9550
	7500	9750
	7670	10000
	7840	10200
	9030	11750
<b>Y-2</b>	9560	12450
	10400	13550
	11260	14650
	12090	15750
	13270	17300
	13610	17700
<b>Y-3</b>	14100	18350
	14440	18800
	17140	22300
	17820	23200

  
18 JUN 2012



INDIAN INSTITUTE OF TECHNOLOGY ROORKE

REPORT ON  
REJUVENATION OF ADMINISTRATION

Aiming  
Academic Administration with Corporate Efficiency

  
18 JUN 2012



MARCH, 2012

TABLE OF CONTENTS

SI No	Content	Page No.
	Executive Summary	5
1.	<b>SECTION ONE</b>  Preamble The Task Assigned Defining the System	12
2.	<b>SECTION TWO</b>  Snap-Shot of IIT Roorkee- Understanding Organizational Dimensions and Magnitude  Governance of IITs in General  Vision, Mission and Core Values  Three-Tier Governance of IIT Roorkee i. Tier One-Policy Decisions by Authorities ii. Tier Two- Functionaries for Implementation of Policies and Plans iii. Tier Three for Teaching, Innovation and Research in the Departments iv. Campus, Population and Utilities v. Academic Activities vi. Staff Across the Institute- Officers and Other Staff. vii. Finance and Accounts viii. Estate Management ix. Security of the Campus	14  14  15  16 17 20 20 21 21 23 24 24

2 18 JUN 2012



3.	<p style="text-align: center;"><b>SECTION THREE</b></p> <p>Methodology followed for the Study Observations and Suggestions</p> <p>i. Observations and Suggestions of Functionaries</p> <p>ii. Broad Issues Emerged from one-to-one Discussions</p> <p>iii. Analysis of the Issues</p>	<p>26</p> <p>27</p> <p>27</p> <p>29</p>
4.	<p style="text-align: center;"><b>SECTION FOUR-</b></p> <p>i. Basic Premise of Recommendations-Academic Administration with Corporate Efficiency</p> <p>ii. The Recommendations with Justifications</p>	<p>33</p> <p>34</p>
5.	<p style="text-align: center;"><b>SECTION FIVE</b></p> <p style="text-align: center;">Road Map for Implementation</p>	<p>41</p>
6.	<p style="text-align: center;"><b>SECTION SIX –</b></p> <p>i. How Would the Expenditure on Implementation and Training be Met</p> <p>ii. Administration that should Look Like After Implementation of the Recommendations</p>	<p>47</p> <p>48</p>
7.	<p style="text-align: center;"><b>SECTION SEVEN</b></p> <p style="text-align: center;">Conclusion</p>	<p>50</p>

  
**38 JUN 2012**




## **TABLES**

	Page No.
1. Strength of Group A Officers Across the Institute in different Areas.	22
2. B,C and D Group of Employees Across the Institute and their age-profile	22
3. Non-Plan and Plan Grants during 2008-09 to 2010-11	23
4. Receipts of Sponsored Research Projects and Industrial Consultancy during 2008-09 2010-11.	24
5. Road Map for Implementation of Recommendations	42

## **ANNEXURES**

1. Groups and Individuals Met And Interactions Took Place for the Study	52
2. Suggested Structure of the Scheme of Up-gradation of Knowledge and Skill of the Group of Administrative Officers.	54

  
18 JUN 2012



## *Executive Summary*

Pursuant to the discussion with the Chairman, Board of Governors and the Director of the Institute in December, 2012, to undertake a study and to submit a Report with Road Map for Rejuvenation of Administration of the Institute to keep pace with the changing time, new challenges before the IITs and finally what is required in an Institute of National Importance, this Report with Road Map is submitted for consideration of the Authorities. The Report consists of Seven Sections covering all related aspects as mentioned below.

### **Section One**

Contains Preamble giving a background of the Study for the Report followed by a brief definition of higher education system and the place of Administration in the said system.

### **Section Two**

This provides a snap-shot of IIT Roorkee to understand the Organizational Dimensions and Magnitude of the overall administration of the Institute. At the outset of this Section, the Governance of IITs in General is described which is common for all IITs. The President of India is the ex-officio Visitor and there is a Council at the Central level broadly deciding the general policy issues for the IITs. It is chaired by the Union Minister for Human Resource Development with all Chairmen of Boards and Directors of the IITs and a few other persons as members.

  
18 JUN 2012



At the institutional level, following the Vision, Mission and the Core Values of the Institute, the Governance of the Institute has been defined in Three-Tier level. At the **Tier-One level of Governance**, it is the Policy decision making Authorities, namely, the Board of Governors, the Senate, the Finance Committee and the Building & Works Committee. Of all the four authorities, the highest is the Board of Governors with a Chairman appointed by the Visitor.

The Board is responsible for the general superintendence, direction and control of the affairs of the Institute. While Senate which is Chaired by the Director in ex-officio capacity, is the Authority for academic matters, subject to the control of the Board for it has the power to revise the former's acts, the Finance Committee is the Authority in all Financial matters which however makes recommendations to the Board. The Chairman of the Board is the ex-officio Chairman of the Committee. The Building & Works Committee considers all construction related issues including technical and administrative approval of proposals for construction. The Director is the ex-officio Chairman of the Committee.

**At the Tier-Two level of Governance**, it is the Director as the Principal Academic and Executive Officer of the Institute who is responsible for the proper administration of the Institute and for imparting of instruction and maintenance of discipline therein. The Act further authorizes the Director to exercise such other powers and perform such other duties as may be assigned to him by the Act or the Statutes or Ordinances. Specific powers have been laid down in the Statute No.9 of the Institute. The Statute also empowers the Director to delegate, with the approval of the Board, any of his powers, responsibilities and authorities vested in him by the Act and Statute to one or more members of academic or administrative staff of the Institute. The other functionaries of the Institute, namely, the Deputy Director, Deans, Registrar and all other Officers and Staff are to assist the Director in the discharge of his duties and functions.

Precisely, it is through delegation of powers and responsibilities of the Director to various other functionaries that the overall governance is conducted. In other words, other functionaries work to assist the Director in carrying out his responsibilities that he has to discharge as the principal executive and academic officer of the Institute.

**At the Tier-Three level of Governance** are the Entities ie the Academic Departments where Teaching, Innovation and Research (TIR) take place and where the students prosecute their studies, engage themselves in innovation and faculty conduct research-both independently as also with students. In fact, most of the activities of the governance at level one and two are keeping in view the needs of the stake holders at Tier Three level. There are eighteen departments and four Academic Centres with over 7100 students for under-graduate, post-graduate and research and about 400 faculty at the moment which is projected to be 880 by 2014-15. A number of posts are vacant at the moment for which recruitment is in the process.



18 JUN 2012

6



The snap-shot also provides relevant data relating to the campus, staff, annual receipts from grants and from Projects and Consultancy. In 2010-11, the total amount of Receipts was Rs.244.00 crores,(rounded off) with an annual Maintenance Grant is Rs.156.00 crores. In addition, the total Receipt from Sponsored Research Projects and Industrial Consultancy was Rs.50.00 crores (rounded off) There are two tables given in this section showing the maintenance grants, plan grants and the receipts of Sponsored Research and Industrial Consultancy during the years 2008-09 to 2010-11.

### Section Three

This Section describes the Methodology followed for the Study as part of which meetings took place with Deans, Heads of Departments- both in groups, with the Director in the Chair, as also one-to-one meeting visiting their Offices. The list of the broad Issues that emerged from discussion with them has also been provided.

Similar discussions took place with the Officers visiting their offices and the offices of their staff members to see their place of work. Wherever necessary, more than one meetings took place with the Officers who are the core people involved in the rejuvenation.

Broadly, among the issues the priority need has been focussed in all meetings relating to the immediate need for reliable complete and integrated Technology Management system requiring total computerization. Currently, the students are facing difficulties in the registration issues involving time-table declaration at the appropriate time, offering of electives which is also an issue with the faculty/departments. The other issues are relating the performance and attitude of the administration, shortage of technical staff in the departments and a few other including the need for vigorous efforts to recruit faculty etc. The issues have been analysed while making Recommendations in Section Four.

### Section Four

This Section essentially provides Eleven Recommendations with justifications for each one, for rejuvenating the Administration. The basic premise of the Recommendations is to make the **Academic Administration with Corporate Efficiency**. The Recommendations broadly are of two categories. One category of recommendations are those which can be implemented at an appropriate time after they are formally approved. The other category involves efforts and time because of the very nature of the recommendations. The position is clearly spelt out in the Road Map in Section Five.

  
18 JUN 2012



**1. Need to Review the Formats of Agenda and Minutes  
Of the Board of Governors**

The current format of the Agenda Papers and Minutes preparation require changes so that they are focused, ensuring all procedural and legal requirements..

**2. Associating the Important Functionaries Holding Tenure  
Positions Three Months in Advance.**

It would greatly help the incoming functionaries who hold tenure positions, namely, Deputy Director and the Deans getting associated with the outgoing functionaries about three months before the due date so that the micro issues could be easily understood. That will help the incoming persons to at once start work effectively after taking over the responsibility.

**3. Mentoring Deputy and Assistant Registrars by Deans and  
In Turn Deputy Registrars Mentoring Office Staff**

In the context of what is aimed to achieve at, Mentoring people is fundamental and therefore important. Since in the hierarchy, Deans head all the functional areas of the Institute to whom all, but the Registrar, report, they are best positioned to play Mentors for the Deputy Registrars and Assistant Registrars. In turn, the Deputy Registrars should be the Mentors for the Office Staff so that the ingredients of mentoring trickle down the line and that would also help build the Team with the right spirit to work.

**4. Review of the Total Integrated Technology in Management**

This is a *priority case* for a Review of the current Computerization across the Institute in particular for the academic activities linking Departments, Deans, Academic Office, Banks and the Accounts Section. Some of the older IITs have done useful computerization after years of experimentation. IIT Bombay has a Computer Application Cell employing Programmers and Technical Officers who have gradually developed good system. The cell is responsible to develop software to meet the growing and changing needs and also it is the trouble shooters for the end users. Ready made software for the educational system is not available for the reason that different institutions have different requirements which make any commercial venture unviable for the.

**5. Leadership Role by the Administrative Officers.**

  
**18 JUN 2012**



The crux of the recommendations for rejuvenation is that the administrative officers, namely, Registrar, Deputy Registrars and Assistant Registrars have to take leadership role to make the system efficient and result oriented. Since they are the ones who have long experience and that most of the decisions are executed by them under the guidance of the Deans, save the Registrar who report to the Director and Deputy Director directly, they should assume the Leadership role at their respective level. They should initially be exposed to customized high quality leadership in academic administration with corporate efficiency in good institutions, such as the National University of Educational Planning & Administration, in New Delhi and if necessary in a selected reputed Management Institute. That will help them up-grade their thinking, and would then help build leadership quality.

**6. Involving the Officers in Decision Making Processes at Deans, Deputy Director and Director's Level**

If the Officers are to play the role of leaders, they should be involved in the decision making process at Deans level and at times at Deputy Director and Director's level. That will provide them better background to execute decisions and deal with cases and interact with people. That would also promote better belongingness and a sense of confidence.

**7. Effective Services to the Academic Departments-Visits by the Relevant Officers at fixed Interval**

In order to help the Academic Departments solving issues which lie in the domain of the Main building, the relevant Officers may visit the departments once in every four months or so by rotation and meet the Heads discussing the issues for quick solution which would also help the students for many students related issues lie in the main building such as records, scholarships, some academic information etc. This will promote better relationship between academics and administration.

**8. Creation of the Personnel Development & Training (PDT) Cell**

Creation of the Personnel Development & Training (PDT) Cell with a whole-time Coordinator is a sine-qua-non in the effort of rejuvenation. The officer should be at a level higher than Assistant Registrar who should organize appropriate training and retraining programmes round the year, by inviting experts for which suitable data-base would be developed. There should be a Committee that the Director may appoint to take stock of the performance of the Cell and offer guidance. The IIT Review Committee (2004-05) has highly recommended training of the Staff and suggested that at least 2% of the annual maintenance

  
18 JUN 2012  
9



grant should be earmarked for this purpose. Similar Cell was established in IITBombay more than 15 years back and is functioning fulfilling the objectives.

**9. Restructuring the Staff Across the Institute keeping Rejuvenation In Mind**

In relation to the Rejuvenation, it would be desirable to look at the need of restructuring the staff across the Institute keeping in view the out-come and the role that a successful computerisation would play.

**10. Creating Good Ambience with Functional Efficiency**

In the process of rejuvenation, it is necessary to provide good ambience with functional efficiency to create a better impact on the minds of the people who work for long time in their offices. This is also likely to make better utilisation of space.

**11 Involving Stakeholders with the Vision, Mission, Core Values Short and Long Term Targets –Preparing DVD/CD**

Involving the people across the Institute with the Vision, Mission, Core Values and the Short and Long Term Targets is an important responsibility so that they also know what for the Institute is working for. Preparing a DVD/CD containing the aforesaid elements focussed by the Director, Deputy Director, Deans and some representing Heads would make good impact. They should be viewed by the officers and staff and also with some modifications for the visitors of the Institute. It is felt that most people do not know these important guidelines and therefore with a plan to make it available to the stake-holders, good purpose would be served. This would also be useful in the task of Mentoring people.

**Section Five**

This relates to the Road Map for implementation of each of the eleven recommendations from which it will be seen that the recommendations are all implementable. In fact., some could be implemented as soon they are approved. However, some of these are to be implemented at the appropriate time..

**Section Six**

This Section suggests where from the recurring costs for the PD&T cell, Leadership Training and the year- round training will be met. As has been mentioned earlier also, the IIT Review Committee has recommended 2% of the annual maintenance grant for similar purposes.

  
18 JUN 2012



This section also visualises a picture as to how would the administration look like after implementation of the recommendation. Briefly, in making the recommendations, it has been kept in view which are the aspects in the administration which are crucial to make the administration efficient and who are the people need to be sensitized, energized and encouraged through mentoring and training to emerge as committed groups to shoulder responsibilities and deliver results rather than believing only in ensuring his own given work without bothering the results, so that the Corporate Efficiency reflects in the Academic Administration. Precisely, making things happen should be the motto when it is a responsibility.

It is strongly believed that with the determination and support of the stake holders and the application of the appropriate Technology in Management, the desired rejuvenation will be achieved.

### **Section Seven**

This is the Concluding Section placing on record my sincere thanks to the Chairman and the Director for giving the opportunity for this assignment. My thanks are due to the Deputy Director, Deans, all Officers and Heads of Departments for giving me valuable time with necessary inputs and offering their suggestions for the study. The office of the Director in particular Mrs. Margaret Cilamkoti, Secretary, Mr. Raj Kumar and others have helped me greatly to organize my schedule of work when in the Campus each time I visited from January to March, 2012.

  
18 JUN 2012



## SECTION ONE

### . Preamble

#### (1) The Assigned Task

Pursuant to the discussion with the Chairman, Board of Governors and the Director of the Institute in December, 2012, to undertake a study and to submit a Report with Road Map for Rejuvenation of Administration of the Institute to keep pace with the changing time, new challenges before the IITs and finally what is required in an Institute of National Importance, this Assignment was undertaken.

In the course discussion, I had explained the broad idea about how I would like to proceed in this direction. It was explained that in order to make an objective assessment of the current organizational aspects, it would be necessary to interact with the functionaries of the system to get the benefit of their experience in IITR and their minds and suggestions for the task..

I consider this assignment an opportunity which of course is challenging too.

The time-frame given to me was 90 days beginning from January 1, 2012. Therefore, this Report is submitted within the said time-frame ie the 29<sup>th</sup> March, 2012

#### (2) Defining the System

Fundamentally, education system means teachers and students for the process of teaching and learning could be completed between them. That was when in the olden days, the process of teaching and learning rested on the 'Guru' and '

  
18 JUN 2012



Sishya' even under a banyan tree or in a hut at the feet of the Guru in 'Gurukul. . For obvious reasons, things have changed beyond recognition with the passage of time and now the teaching and learning involve lots of facilities and formalities in the system- be it higher education or school education for which over the year came in the picture what is called 'Administration' which is adopted from the general concept and understanding in the government. The higher education system consists of Three Dimensions- the first two Dimensions are teachers and Students and the Third Dimension as the support system is 'Administration'.

Admittedly, Administration of an Educational Institute in particular of an Institute of National Importance has to match the academic demands of the system in terms of quality of service so that the faculty and students are comfortable and environment is conducive for the basic objective of study and research. When we talk of quality of service, for obvious reasons that includes the promptness of service without which, quality loses its sheen. For obvious reasons, administration of an institute of high standing has to be responsive, efficient and delivery-oriented so that the plans and programmes of the Institute of which students and faculty are the vital components receive matching support from the administration.



18 JUN 2012



## **SECTION TWO**

### **(1) Snap-Shot of IITRoorkee**

#### **Understanding the Organizational Dimensions and Magnitude**

Appropriate it will be to provide at this stage, a picture of IITR to understand the organizational dimensions and magnitude involved in ensuring the system efficient, responsive and delivery- oriented to match the needs and demands of the system Accordingly, a snap-shot is given in this Section..

In the history of the technical education of India, IITRoorkee has the most distinguished place to be proud of, for its origin lies first in the Roorkee College with the Civil Engineering in 1847, and in the renamed Thomson College of Civil Engineering in 1854 which made the beginning of the era of Engineering Education in India. The College which rose in prominence and eminence became a State University of the then Uttar Pradesh Government known as the University of Roorkee in 1949. The University of Roorkee was well known for its quality of education. In 2001, the University of Roorkee was converted into the Seventh IIT of India with the status of an Institute of National Importance. Since then, it is in the league of IITs which enjoys a global brand name.

.It is now in the newly created beautiful State of Uttarakhand which was earlier part of Uttar Pradesh.

  
18 JUN 2012



### **(i) Governance of the IITs in General**

Basic to the study, it is necessary to understand the frame-work of the IIT system so that the objectivity could be kept in view. Under the IITs Act, 1961, which is a common Act for all IITs, the President of India is the ex-officio Visitor who appoints the Chairman of the Board of Governors and may appoint Review Committee to review the work and progress of any Institute and to hold inquiries into the affairs thereof and the final directions given by the Visitor after obtaining report from the Institute, becomes binding on it.

The Act provides the Council as the Apex body for the IITs with the Union Minister for Human Resource Development as the ex-officio Chairman broadly dealing with policy and coordinating issues. Broadly, the Council includes all the Chairmen and Directors of the IITs, besides a few others.

### **(ii) Vision, Mission and Core Values**

#### **VISION**

To be the fountainhead of new ideas and innovations in science and technology and continue to be a source of pride for all Indians.

#### **Mission**

To create an environment that shall foster the growth of intellectually capable, innovative and entrepreneurial professionals, who shall contribute to the growth of Science and Technology in partnership with industry and develop and harness it for the welfare of the nation and mankind.

#### **Core Values**

- Academic integrity and accountability
- Respect and tolerance for the views of every individual.
- Attention to issues of national relevance as well as of global concern
- Holistic understanding, including knowledge of the human sciences
- Appreciation of intellectual excellence and creativity
- An unfettered spirit of learning exploration, rationality and enterprise
- Sensitivity to social responsibilities

  
18 JUN 2012



With the Vision, Mission and Core Values that the stake-holders of IIT Roorkee have before them, on one hand they are the guiding force and on the other, they are inspiring. Precisely, the mandate for the stake holders are clear to work objectively.

### **(iii) Governance of IIT Roorkee**

The Governance of the IITR and for that matter, for the IIT system could broadly be categorized in Three distinct level as explained below.

#### **Tier- One Level Governance**

##### **Policy Decisions by the Authorities**

In the tier-one level of governance, following are the Authorities under the Act  
Governors -

- Board of Governors.
- Senate
- Finance Committee
- Building & Works Committee.

#### **Board of Governors**

Under the Act, the Board is headed by the Chairman, who is nominated by the Visitor. At the institutional level, Board of Governors is the highest authority which is '... responsible for the general superintendence, direction and control of the affairs of the Institute..'. Besides the specific powers, under the Act, it has authority to 'exercise all the powers of the Institute not otherwise provided for by this Act, the Statutes and the Ordinances, and shall have the power to review the acts of the Senate'. Besides, while for academic governance, Senate is the authority, under the Statutes, for creation and abolition of academic posts and creation and abolition of Departments/Centres etc, it has to make recommendations to the Board.

Although the other two Authorities of the Institute, namely, the Finance Committee and the Building and Works Committee are required to send copies of their Minutes to the Board, it is the Board which has the last word. The Board being the highest executive Authority has inherent powers to make observations, comment



18 JUN 2012



and review their decisions. Precisely, the overall powers relating to the various functions of the Institute are vested in it. The Statute has listed out some other specific powers.

### **Senate**

Under the Act, the Senate, subject to other provisions, 'shall have the control and general regulation, and be responsible for the maintenance of standards of instruction, education and examination in the Institute and shall exercise such other powers and perform such other duties as may be conferred or imposed upon it by Statutes'. The Statute lists out additional members and a number of detailed powers relating to academic administration.

The Director is the ex-officio Chairman of the Senate.

### **Finance Committee**

The Finance Committee has been created as an Authority by the Statute by exercising the authority given by the Act. The Statute provides its constitution. In all important matters of Finance and Accounts. It has to make recommendations to the Board relating to the Budget, Annual Accounts, Audit Replies etc.

The Chairman of the Board is the ex-officio Chairman of the Finance Committee.

### **Building & Works Committee**

Similar to the Finance Committee, this committee has also been created by the Statute in terms of the Act including the constitution and powers. Since this Committee is required to consider all construction related issues including technical and administrative approval of proposals, there are senior technical experts drawn from outside to advise the committee besides a few internal members.

The Director is the ex-officio Chairman.

## **Tier-Two Level Governance**

### **Functionaries for Implementation of Policies and Plans.**

(a) Director

  
18 JUN 2012



While the policy governance starts with the policy issues which lie in the domain of the aforesaid four authorities with the Board at the helm of all other authorities, the real governance ie translating the policy decisions into effect in the best possible manner for the end users of the entire system is through the Director of the Institute who, under the Act, is the Principal Academic and Executive Officer and whose responsibilities are enormous. The Director is supported by the Deputy Director, Deans, Associate Deans, Heads of Departments and Centres and the administrative officers and their staff, with the Registrar as head of the administration.

The Act further authorizes the Director to exercise such other powers and perform such other duties as may be assigned to him by the Act or the Statutes or Ordinances. Specific powers have been laid down in the Statute No.9 of the Institute. The Statutes also empowers the Director to delegate, with the approval of the Board, any of his powers, responsibilities and authorities vested in him by the Act and Statutes to one or more members of academic or administrative staff of the Institute.

Precisely, it is through delegation of powers and responsibilities of the Director to various other functionaries that the overall governance is conducted. In other words, other functionaries work to assist the Director in carrying out his responsibilities that he has to discharge as the principal executive and academic officer.

#### **( b) Deputy Director**

Under the Statute, the Deputy Director is appointed by the Director from amongst the Professors of the Institute with the prior approval of the Chairman and shall assist the Director in academic and administrative work and in maintaining liaison with other institutions of higher learning and research as also with industrial undertakings and other employers.

The position of the Deputy Director assumes great importance for he is the next commanding authority of the Institute who would also perform the duties and functions of the Director in his absence.

#### **(c) Deans and Associate Deans**

The Deans and Associate Deans who are appointed by the Director from amongst the faculty members in consultation with the Chairman 'shall perform such duties as may be delegated to them by the Director with the prior approval of the Board'. The Associate Deans shall normally assist the respective Deans. The Institute has Nine Deans for the following the specific areas-

  
18 JUN 2012



1. Administration
2. Alumni Affairs
3. Finance and Planning.
- 4 .Faculty Affairs
5. Academic Research
- 6 .Saharanpur Campus.
7. Sponsored Research & Industrial Consultancy
8. Students Welfare
9. Academic Research.

From the above allocation of areas, it will be seen, that all the functions of the Institute are administratively managed by the Deans. They are assisted by Associate Deans. In the IIT system, as in the University System, Deans are drawn from among the faculty. Therefore, they perform duties in addition to their basic duties as faculty. In the University System, the concept of Dean is very different where it is not function specific, but they are the academic head of a cluster of academic departments of studies, eg, all departments of science, all departments of humanities, all departments of engineering etc. Associate Dean is IIT system specific and of recent origin designed to assist the Dean.

#### **(d) The Registrar**

Under Section 19 of the Act, the Registrar 'shall be the custodian of records, the common seal, the funds of the Institute and such other property as the Board may commit to his charge. He is the ex-officio Secretary of the Board, the Senate and Finance Committee. The Act also lays down that the Registrar shall exercise such other powers and perform such other duties as may be assigned to him by this Act or the Statutes or by the Director. However, there is no Statute framed for the Registrar. Under the Act, the Registrar is responsible to the Director for the proper discharge of his functions. The Registrar is supported by such number of Deputy Registrars, Assistant Registrars and other officers as the Director and the Board may appoint from time to time for carrying out various functions and responsibilities of the Institute for administration.

The Act envisages good deal of responsibilities and performance on the part of the Registrar. Conceptually, Registrar is the head of the administration responsible to ensure smooth functioning of administration and providing uninterrupted efficient services to the system. That is why he is responsible for his duties and performance to the Director who is responsible for the administration of the Institute as a whole.

Conceptually, all other officers of the Registry are to assist the Registrar in making the administrative support of the system responsive, smooth and efficient in terms of quality and time-frame. Currently, there are the following three Deputy Registrars to look after three different assigned areas.-

  
18 JUN 2012  
19



1. Administration (Establishment) A: Looking after Faculty and other Group A Employees.
2. Administration B: Looking after Group B, C and D Employees
3. Finance & Accounts.

In addition, there are six Assistant Registrars including one for the Saharanpur Campus.

Since the nine Deans actually are the heads of all the areas of functions of the Institute, all the Officers are ultimately reporting to the respective Deans. In addition, the Deputy Director and the Director can always call upon them for any work that they consider necessary. The Registrar directly reports to the Director and also to the Deputy Director.

### **Tier-Three Level Governance For Teaching, Innovation and Research (TIR)**

Fundamentally, all plans, programmes and policies of an educational institute are in relation to Teaching, Innovation and Research (TIR). And this TIR take place in different Entities ie the Departments, Schools and Academic Centres at different buildings/locations for which the tier-one and tier-two governance is meant for.

In view of the fact that in these Entities, students prosecute their studies, engage themselves in innovations and faculty conduct research – both independently and also with students, understanding the issues of administration where the faculty are directly interacting with the students and where they are more concerned for their day-to-day matters is important and therefore, I visited the Departments. and held detailed discussions which provided me opportunities to touch upon many issues - some that the Heads and in some cases, faculty wherever invited, raised and some I thought relevant followed by fruitful discussions when they also offered suggestions.

Under the Statute 22, Heads are appointed by the Director in accordance with the manner laid down by the Board from time to time. Subject to the general control of the Director, heads are responsible for the entire working of the Department/Centre.

### **(ii) Campus, Population and Utilities**

The campus spreads over 374 acres of land having a total population of about 15,500 consisting of students, faculty and staff members with their families. For

  
20 JUN 2012



obvious reasons, to provide services in the campus, all the necessary facilities of a Township are provided through the Estate Office.

The Campus provides enviable Sports facilities for the Students with large Grounds equipped with all modern gadgets and fittings which are at least one the best among the IITs.

There are a number of Utility shops in the Campus some of which are of decades old. Besides, the Campus has a number of other facilities such as a regular School, a Blind School, a Hospital maintained by the Institute with two Banks. Presence of Church, Mosque and Temples in the Campus make it distinctive. In addition, the following two institutions are located in the Campus for their collaborative relationship with the Institute-

1. Central Board of Building Research Institute (NBRI).
2. National Institute of Hydrology (NIH)

### **(iii) Academic Activities**

The Institute has eighteen Departments, and four Academic Centres and five Academic Service Centres including the Library.. The total number of students in the Institute is 7100 students – under-graduate, post-graduate and Ph.D with 394 ?? faculty which is projected to be 880 from 2014-15..

By 2014-15, the number of students could also increase. It may be mentioned that in the later-half of 1990, the five IITs that were then in existence, had limited number of students varying between 2300 and 2700. With the increasing demand for more quality education, a few of the five IITs started increasing the in-take with the support of the MHRD and since then IITs have grown with the policy of inclusive growth. And they are continuing to grow..

In the new environment, IITs are expected to play a much bigger role as the nation looks at them for new bench marks and renewed leadership. And that indeed is a challenge to the entire system so that their leadership could continue enviously with a new dimension. The challenge is all the more because IITs have to simultaneously achieve further height in excellence with expansion. IIT Bombay has about 8,000 students while IIT Kharagpur 9000.

The trend is now of growth and therefore, some of the new IITs aspire to have students between 20,000 and 25,000 over the next 20 years.

### **(iv) Staff Across the Institute.**

  
18 JUN 2012



(a) Officers in Different Areas

Currently, there are forty eight Group A officers across the Institute in different areas of the Institute as shown in the Table 1

Table 1

Sl No.	Broad Area of Function	Number of Officers at various levels in different areas	Remarks
1.	Administration	11	
2.	Library	06	
3	Scientific	11	
4.	Medical	04	
5	Security	01	
6	Sports	03	
7	Estate Management	04	
8	Technical	08	
	<b>Total</b>	<b>48</b>	

(b) Staff in Groups B, C and D

Staff in Groups B and C are either in the offices or in the Departments and Centres while Group D are all over according to need and availability. The strength of the Staff in these groups total to 958 of which group D alone is 441.

Table 2

Group	Upto 35 years	36-50 years	51-55 years	56-upto 60	Total
B	8	37	53	72	170
C	23	103	92	70	288
D	46	190	133	72	441
Total	77	330	278	214	899 +59 (DPT) =958

  
18 JUN 2012  
22



The above table presents a group-wise position and also the age-profile from which it would appear that in the groups B and C, there are only 31 in the most productive age group up to 35 years, followed by only 140 in the next best age-group of 36-50. The highest 492 is in the two age groups together 51 to 55 and 56 to up to 60 ie before retirement point,.

#### (v) Finance & Accounts.

Finance plays decisive roles in any sphere of life. Its importance hardly need to be emphasized. Besides organizing finance for running the show, proper maintenance of accounts in the prescribed format, pre-audit them and finally make them open to the scrutiny and audit by the Comptroller and Auditor General of India is in a public institution more important.

#### Non-Plan and Plan Grants during 2008-09 to 2010-11

The figures of non- plan and plan grants for the Institute during full three years were as shown in the Table 3

Table 3

Year	Non-Plan Grant	Plan Grant	Total Grant Received	Remarks
2008-09	110.64 crores.	60.00 crores + 114.3375 crores..	284.9775 crores.	114.3375 is for expansion
2009-10	135.00 crores	31.00 crores + 113.785	279.785 crores	113.785 crores.for expansion.
2010-11	133.18 crores	76.00 crores +35.00 crores.	244.18 crores.	35.00 crores for expansion

#### Receipts for Sponsored Research Projects and Industrial Consultancy.

In addition to the annual receipts of grants in each of the three years from 2008-09, Institute also received funds on account of Sponsored Research





and Industrial Consultancy. The figures for the corresponding years on this account were as shown in the Table 4

Table 4

Year	Sponsored Research Projects	Industrial Consultancy	Total for the year	Remarks
2008-09	Rs.20.3814303 crores	26.655 1986 crores	47.0366289	
2009-10	29.5671644	29.40.56020 crores.	58.9727664	
2010-11	18.4734895	31.693 1839	50.1666734	

#### (vi) Estate Management

Campus of an educational institution primarily means Academic Departments for and Hostels for Students followed by Residential Accommodation and Roads with Water and Electricity.

For obvious reasons, to provide services in the campus, all the necessary facilities of a Township are provided through the Estate Office. They include departments, hostels, residential accommodation, roads and related facilities as also ensuring uninterrupted electricity and water supply

Since campus maintenance affects every one living in the campus including the students, the Estate Office would always be under watch and pressure. This requires a well organized and committed group to always attend to the multifarious needs of the campus.

Currently, the Estate is headed by the Superintending Engineer supported by Other engineering staf beside a number of lower staff.

#### (vii) Security of the Campus

Security and safety of the campus dwellers and of the property of the Institute is always a concern for all alike-faculty, students and staff and the family members. With a core strength of 21 staff headed by a Security Officer, the main Security arrangements are outsourced.

  
18 JUN 2012



## SUMMARY OF SNAP-SHOT

The highlights of the IIT Roorkee in its organizational dimensions and magnitude are as follows-

- 374 Acres of land having a population of about 15500
- 18 Academic Departments 4 Academic Centres.  
And 5 Service Centres including Library..
- Faculty: Current: 401, Projected: 888 (2014-15)
- Students: Current: 7100. Projected: ... (2014-15)
- Staff: : Current: 1067. Besides, bulk of security is outsourced.

**Funds Managed:** Rs.244.18.crores(approx) 2010-11.  
(Non-Plan and Plan from MHRD) +  
Rs . 50.17 crores (Rounded)  
(Sponsored Research and Consultancy)

The picture that emerges from the above details, it reveals that the current size, growth- rate, track record and the growth potential should at once tell that, to not only stay afloat in a competitive academic world but to go to a greater height which is the mandate of the Institute, it needs to be more organized to raise the level of efficiency to meet the changed and changing scenario.



18 JUN 2012

## SECTION THREE



## Methodology Followed For the Study

The word 'Administration' has wider import in the context of the IIT. There is a general impression that administration means the office staff. This is not true for under the Act, Director who is the principal academic and executive head of the Institute is responsible for the proper administration of the Institute. The Deputy Director, Deans and Officers are all to assist the Director for proper administration of the Institute. Therefore, the connotation of 'administration' does not mean the office staff alone. For example, for all the activities of the administration, there is the Deputy Director with Deans covering all aspects of administration of the Institute who are assisted by the officers and their staff. It is only the Registrar who is directly connected to the Director. Therefore, in this study Deputy Director, Deans, Officers and their staff as also the Heads of Departments who are the real custodian to ensure teaching and research for the students in the Departments/Centres, have figured.

### 1 .Group Meetings

Basic to the assignment, the pre-requisite was to interact with the Deputy Director, Deans, Heads of Departments/Centres, all administrative Officers, and some office staff members as well. With this end in view, at the outset, I had a discussion with the Director explaining how I propose to go about the assignment. Accordingly, the Director had invited different groups on different dates himself chairing the meetings-

- (1) Deputy Director and Deans.
- (2) Heads of the Departments
- (3) Officers

During these meetings, the Director briefly mentioned the purpose and I explained the objectives of the assignment soliciting their co-operation and suggestions so that an objective and implementable Report could be prepared with a Road Map to rejuvenate the administration in letter and spirit.

In order to get a feel about the current services in the Registry and also in the Departments beginning from pre-registration, post-registration till they graduate from the Institute, I had discussions with the Dean, Academic Studies and Dean, Research and finally with the Dean, Students Welfare. Issues relating to services to the students came up prominently at the joint and separate meetings with the Deans and Heads as well in relation to the various bottlenecks for registration at different levels that almost all were facing in some way or other, namely, students, faculty and the departments as a whole in some cases of electives distribution.

  
18 JUN 2012

26



## 2. One-to-One Meetings

In addition to the group meetings mentioned above, one-to-one meetings took place with the Deputy Director, Deans and Heads of Departments. I also met all the administrative Officers first on one-to-one basis and later in their offices, held further discussions and visited their offices meeting their colleagues and their place of work.

I had also met the President, Non-teaching Employees, along with a few others who mentioned about the need to look after them with more openness and transparency.

## 3. Observations and Suggestions of Functionaries

In the course of discussions during my meetings with the various functionaries, I tried to understand the areas of function of each functionary asking for their observations and inviting suggestions in relation to this study. In the case of officers, I had detailed discussions more than once. I tried to understand what each one is doing and what problems they think are there, and how further improvements could be made. The list of persons I met is given in **Appendix 1**.

It may be mentioned that most of the issues are common for many of the suggestions are common for deficient service or lack of facilities and flexibilities affect all alike. However, some are mentioned isolately or by a few. Details of the observations and suggestions are analyzed and summarized below. In the process of analysis, wherever necessary, additional meetings took place to check certain details

## Broad Issues Emerged from Discussions with Functionaries

Emerging from the group meetings and one-to-one interaction in relation to the study, the issues could broadly be categorized for the sake of convenience, with the issue of students first due to its inherent importance and that almost all had touched this aspect. And they are the following –

1. Students related matters such as their Registration beginning from pre-requisites like time-table for the next academic year, pre-registration, final registration, offering of electives, minor electives for M.Tech students etc. including the need to give due attention and care for



21 8 JUN 2012



their all round needs. Need with some rider in the matter of distribution of students so that all departmental electives can run smoothly.

2. Integrated Technology Enabled Administration is over-due in the current and fast-changing needs for information supply, transparency and decision making.
3. Lack of responsiveness, professionalism, transparency and attitude of administration. Requires good, relevant and continuous training. Even among employees better mutual relationship is needed.
4. Administration should while quoting or explaining the Rules, with all its experience and knowledge, be able to suggest some way out to help faculty and students when they approach them for something. Interpretation of Rules should be to solve problems rather than delaying or creating problems. The staff lack the quality of right approach and positive attitude to students.
5. Decision making in the Main Building need be better and faster. Even in cases of clear-cut rules, at times, inordinate delays take place at various levels.
6. In order to make the administration efficient, it is necessary that every individual performs his/her duties. In many cases, some are performing efficiently, while others are not performing that way. They also need training and retraining.
7. Purchase Procedure in general is working well. However, it lacks due flexibility to solve occasional difficult issues to make the whole process faster and also making sure that subject to availability of funds, round the year, the departments have the freedom to carry on their purchase requirements.
8. Shortage of Technical Staff has become serious with the huge addition of students. With more students and more labs., one technical person is looking after few labs

  
28 10 JUN 2012



making the quality of service worse. Space crunch was also mentioned by a few Departments following increase in the number of students.

9. There should be greater autonomy in spending DOC and individual faculty should have more powers in spending Project Fund , PDF and PDA.

10. Foreign students need be looked after better to Address their special academic needs, wherever necessary.

11. Vigorous and sustained efforts are needed both to recruit faculty to meet the serious shortage and also to smoothen the process of their joining and settling with the family with all facilities in the campus.

## **Analysis of the Issues**

### **1. Students Registration**

True to the concern of an Institute of national importance, at the meetings of both - Deans as well as Heads of Departments that the Director had called for a general discussion in relation to rejuvenation of the administration, the issue relating to registration and consequent problems came up strongly. It appeared that absence of integrated automation system, strict enforcement of rules and directives for the various steps involved in the students registration has been causing avoidable irritants both to the students as well as faculty. Many students have faced difficulties and disappointments in their academic pursuits particularly for selecting electives due to the absence of a well designed and monitored system of registration. Almost all have mentioned some difficulties or other concerning this matter. This was also mentioned by some Deans and Heads when I met them at individual level.

Although this issue also concerns administration, it has been separated for the obvious reason of its special importance. All that is done and planned are for the students in particular, and therefore, it has been separately identified and discussed here.

  
18 JUN 2012



### 3. Issues Relating to Integrated Technology Enabled Administration

In the context of any attempt of rejuvenation of administration to bring in easy information supply, transparency and quick decision making process this has direct bearing on the overall governance and therefore, of great importance.

It is reported that although there were efforts made in this regard in the past, no visible solution or result has come up to solve the issue.

However,

some of the Sections of the Main Building have some computerization done which in any case is not integrated. At best, they are able to support the section.

Basic premise of Technology Enabled Administration means a total Integrated system linking all the relevant units so that information needed for decision making or for end-users like students is available on line. Besides the need to link the Departments/faculty with the Academic Section and the Accounts Section for money transactions and payments of scholarships etc, another example could be the link between the Stores Purchase Section, the Finance and Accounts Section must know any commitment of purchase so that the former can monitor the Budget position. In turn, the Deans concerned are able to plan the finance, organize initiatives, discuss with Director. Without reliable and updated data, there cannot be any meaningful planning. This assumes more importance for MHRD could call urgently for different types of information related to the expenditure, requirements, and additional requirements etc. It may be mentioned that reputation building in the MHRD depends on the timely supply of reliable data which should not any time contradict.

### Issues Relating to Performance and Attitude Items 3 to 7

Taking an objective assessment of the reality through brief interaction with a number of functionaries, it seemed that while people involved in the day-to-day administration are good, greater understanding is required at various levels relating to what the organizational goal is and what is their role in the main system of teaching and learning and more so in an Institute of National Importance like IIT which enjoys global reputation. One might argue that he knows that it is basically for students and teachers. But that is mostly that much which most understand. What is really expected is that proactively they should contribute. There must be



1830 JUN 2012



some who understand and are proactive, but that is not enough to match the expectations to make the system efficient. Efficiency will also enhance if the mutual understanding and relationship improves.

Precisely, if the understanding is real, they would themselves find out solutions and make services efficient, rather than doing so after being asked or reminded. Some feel that as all officers and staff members are reporting to the respective Deans, they are their leaders and they work according to the Deans guidance and instructions.

Involvement of the Officers by the Deans and at times by the Deputy Director and the Director may make them more proactive. Greater responsibilities with accountability in a structured manner would also help in this direction.

Mentoring is another important aspect which I consider a sine-qua-non for the whole exercise. Modus-operandi for this has to be structured. Further training, retraining making them professional and encouragement are very important factors for achieving the objectives.

Through this process, they will feel that the administration is also contributing to the growth of the Institute through their responsiveness and efficient services. . They should also feel that they are one of the three components of the system making the students and faculty comfortable in their basic objectives of learning and teaching.

True to the popular adage in management that the weakest link of the chain determines its strength, the under performance of any vital functionary affects efficiency and the ultimately delivery of the desired service in terms of both - quality and time. Therefore the structure and organization should be such that at no level there is delay, inefficiency and insensitiveness on the part of any functionary. This cannot happen just by desiring, but making it happen through determined will of a well drawn Road Map which is implementable within the frame-work of the Institute.

#### Shortage of Technical Staff and Space Crunch in Departments Item No.8

Shortage of Technical Staff has been mentioned by the majority of the Departments. This has been felt more acutely after the sizable increase in the number of students. Many mentioned that on one hand vacancies caused by retirement of technical staff has not been filled, on the other

  
18 JUN 2012  
31



hand the number of students has increased for which additional labs had to be started resulting into the shortage greater. For the same reason, there is an imperative need of more space for labs. etc.

It is reported that when the University of Roorkee was converted in to IIT, the staff was more than the ratio fixed and applicable to IITs. according to which, there was an excess of staff which even after about eleven years has not come to the aforesaid ratio. However, the Council of IITs has now decided that in the aforesaid formula, the technical staff will not be taken into account. However, the formal approval from the Ministry is awaited.

It is hoped that in the next three-four months, this issue will be greatly solved. As regards space crunch, the matter needs solution.

Issues Relating to Utilization of Special and Assigned Funds,  
Addressing the academically weak foreign students and Faculty  
Recruitment.

Items 9 to 11

These items have to be looked into by the relevant Deans and the Director.

  
18 JUN 2012



## **SECTION FOUR**

### **RECOMMENDATIONS AND THE ROAD MAP FOR REJUVENATION OF ADMINISTRATION FOR A GOOD GOVERNANCE.**

#### **Preamble to Recommendations and Road Map**

##### **Basic Premise of Recommendations- Academic Administration with Corporate Efficiency**

Conceptually, Academic Administration is different from all other concepts and style of administration of the Society ie Government, Public Sector or Business. However, over the years, the universities and institutions of higher education funded by the Central and State Governments have generally adopted the administrative procedures of the government practices- some in full and some with certain amount of flexibility needed in an institution of higher education. The impact of liberalisation and resultant flexibility is not only felt but seen if one looks around and take a stock comparing how things were before and after liberalisation.

Academic Administration with Corporate Efficiency could be defined as the approach and basis where the academic need is the predominant and the the process of meeting the need is like what in the Corporate is to achieve the objectivity through efficient performance.

Today, every stake- holder wants quick decision and result. That cannot happen without following a model like this. IIT Roorkee should aim at such a model. The Recommendations are made on this basic premise for only then the real rejuvenation that is desired can take place to the satisfaction of all concerned.

Since the process involves change in mind-set, upgradation of knowledge and professional skill, visible change would involve time. The process would need consistent, continuous and vigorous efforts and full support and cooperation of the functionaries.

  
18 JUN 2012

33



## **Recommendations And Justifications**

The following are the Recommendations with Justifications broadly keeping in view the various analyses in Section Three.

### **1. Need to Review the Formats of Agenda and Minutes**

**Agenda Papers of the Board of Governors which is the highest Executive and Superintending Authority of the Institute, should be Focused, precise, pointed and yet complete ensuring that it is Slick, attaching only essential papers, to enable the Chairman and the Members to Browse them for application of mind in the discussion.**

#### **Why and How To Go About**

If the Agenda Papers are bulky, one gets lost in that not knowing exactly which papers are to be looked into. Focused and Slick Agenda on the other hand will help read them better. This is a general complaint against bulky agenda papers in other places also.

At the same time, the Members have the right to look into all the relevant papers and therefore, in order to make them available to the members, all relevant papers connected with the agenda items should be kept on the table and while circulating the agenda papers, a note should always be given that all the connected papers will be placed on the table for perusal of the members. Board Minutes also need review bringing in more clarity ensuring the necessary legal and procedural requirements in formal resolutions.

The above have been tried and adopted at least for over fifteen years in IIT Bombay.

### **2. Associating Important In-coming Functionaries Holding Tenure Positions with Out-going Functionaries Three**



18 JUN 2012  
34



## **Months Before Due Date**

In order to avoid loss of time for the new Incumbents to important positions like Deputy Director and Deans who hold tenure positions, it would greatly help if the In-Coming Incumbent is associated with the Out-Going Incumbent for a reasonable period, say, Three Months before the Due Date.

## **Why and What**

Macro issues are understood well by the Faculty even when they are not holding any specific responsibility. But the micro issues take time to be familiar with, for what they say and do have at times far reaching impact. Since no functionary would like to deliver without understanding the issues which itself takes time, the suggestion may prove fruitful. In the process, the in-coming functionary might get some valuable inputs from the out-going functionary.

### **3. Mentoring Deputy and Assistant Registrars by Deans and In Turn Deputy Registrars Mentoring Office Staff**

Hierarchally, Deans head the various areas of functions of the Institute and all Officers except Registrar, report to them. Deans are therefore best positioned to be Mentors for the Deputy Registrars and Assistant Registrars. This would equip the groups of officers to execute decisions better. In turn, the Deputy Registrars should be Mentors for the Staff reporting to them directly or indirectly.

## **Why and How**

In the process of rejuvenation, a good deal is about creating a new group of officers through whom the desired rejuvenation is expected to be achieved. For obvious reason, they need to be mentored by the Deans who can then also explain the objectives of decisions with background of the plans and policies. That will place them better to execute. Since they (DRs) are also to be Mentors for their staff, it is necessary to create a chain of Mentorship which would also help people speak the same language about the policies of the Institute.

### **4. Review of the Total Integrated Technology in Management**

  
18 JUN 2012



**Technology Enabled Integrated Academic Administration is over due and Need to be in place within a definite Time-frame. Efforts made so far reportedly not shown any visible Result. This needs review and further action to follow accordingly. This is a pressing need of Priority nature.**

### **How To Go About**

It is widely known that for the higher education administration, there is no ready made Software which can just be installed to serve the purpose. What appears to be feasible is that a knowledgeable Team should find out which of the existing soft ware that is closer to meet the multifarious requirements of the Institute and then the same could be customized with sufficient Reliability.

The older IITs have passed through this process for long and they are to-day in a better position. In IIT Bombay, a dedicated Software Application Cell functions which is the custodian and developer of software to meet the needs of the administration. The Academic Section in IITB is well connected with the Academic Departments and faculty as also the Accounts Section for the students' financial transactions such as fees, attendance for scholarships etc.

This over-due task has to be done on a priority basis keeping in view the difficulties that the students in particular are facing which has already been highlighted enough earlier in the Report. Reliability and Integration are the two important aspects for the computerization. This has been done in some Sections but they are section specific.

In relation to Technology in Management, the IIT Review Committee (2004-05).has mentioned about the '..IITs (to) operate an automated system in regard to administrative and personnel matters as well as their accounting and financing processes. Similarly, the Committee also stressed on the '..need for an efficient and comprehensive management information system in the IITs'. The Committee recommended that '..total modernization requires not only installation of advanced hardware and software systems, but also training and retraining of the staff'(Page 142 of the Report

### **5. Leadership Role by the Administrative Officers.**

**Core Administrative Senior Officers should Assume Leadership Roles to raise their level of Effective Functioning and to build Teams for rejuvenation of administration, as follows-**

  
18 JUN 2012  
36



- Registrar as the Chief Leader Heading the Administration.
- Deputy Registrars As Group Leaders for the units under them.
- Assistant Registrars as Leader of their Unit(s)

### Why and How

All officers in their own ways are 'leaders' at their levels, for under each of the above officers, there are people of varying numbers who work at the grass root organizing papers, keeping various accounts of activities, and placing them up before the officers with proper references and background. These officers possess relevant knowledge, skill and capability to guide and inspire their own people.

Rejuvenation will become better achieved if the senior officers assume the role of Leadership. Each one of them has necessarily to equip themselves with the basic attributes that define leadership, and then what leadership is in the context of administration of an educational institution.

For Leadership, the officers have to be exposed to high quality training in good Institutions like National University of Educational Planning and Administration, New Delhi, and if need be to a reputed Management Institute. A suggested syllabus is given in the Annexure 2

## 6. Involving the Officers in Decision Making Processes at Deans, Deputy Director and Director's Level

Major policy decisions are taken by the Authorities. However, there are many other policy decisions which are taken at the level of Deans, Deputy Director and Director including policies for execution of certain important major decisions. If the Officers are to be Leaders in their professional areas, it is desirable that they should be involved in the process of the aforesaid Policy Decisions for that will help them equip better with background of Decisions, for effective discharge of duties at the implementation stage. That will also promote better belongingness to the system and a better confidence level to function.

### Why and For What Purposes

  
18 JUN 2012



The core group of senior officers are those who in most cases, actually execute the policy decisions under the guidance of the respective Deans. Registrar is the ex-officio Secretary of the Authorities who knows the background of decisions and therefore, for execution of those decisions, he is fully equipped. However, other officers if not involved in formulating decision making discussions at the level of Deputy Director, Deans and at times, Director, may feel handicapped in executing decisions unless Deans guide them which involves time for them. On the other hand, if they are involved in such discussions, they will be better equipped to function effectively, properly and speedily. They also work in administration for longer time in similar position. That will also help promote belongingness to the system and to raise their level of confidence to lead their respective groups.

#### **7. Effective Services to the Academic Departments-Visits Of the Relevant Officers at fixed Interval**

In order to help the Academic Departments solving issues which lie in the domain of the Main building, the relevant Officers may visit the departments once in every four months or so by rotation and meet the Heads discussing the issues for quick solution which would also help the students for many students related issues that lie in the main building such as records, scholarships, some academic information etc. This will promote better relationship between academics and administration..

#### **Why and How**

In order to make the Governance objective and fruitful for all stakeholders, it is necessary to take special care of the needs of the Departments and Centres where students bring many issues some are at times administrative and depend on the decisions in the Main Building including those in the Academic Section. Main building on the other hand are bogged down with every day's routine and immediate matters. In the process, many a time, issues of the Departments remain unattended causing delay. If they take out separate time for the Departments, that will be much better to resolve issues and promote good relationship.

#### **8. Creating Personnel Training & Development (PDT) Cell**

In an Organization like the IIT Roorkee which has over a Thousand non-teaching Staff Members besides about fifty Officers in different areas across the Institute, it is necessary to Create a Personnel Development

  
18 JUN 2012  
38



and Training (PDT) Cell to provide Round the Year Training and Upgrade the knowledge and Skill of the Staff which should be headed by a whole-time Senior Officer preferably with the background of HR who will create a data-base of experts for training purposes.

### Why and How

In the modern management structure of any organization- be it government, corporate or public sector, development of human resources is a very important aspect to raise the level of efficiency. it is equally important to IITs and for that matter to any educational institution to attend to this aspect. For the purpose of rejuvenation and for keeping up the level of performance, creation of an independent Personnel Development & Training Cell is a sine-qua-non. The Cell should be headed by a Coordinator with the background of HR and some experience of organizing training programmes. The Coordinator should be at least in the Grade Pay of Rs.6600 in PB 3. Throughout the year, training and re-training should be organized with a mechanism of obtaining and analysing the feed-back from the officers/heads about the impact of the training.

In this effort, the Department of Management may also be helpful.

The proposed training by the PD& DT Cell should be for all staff members both in the main building, and offices in the departments/centres and other places of the Institute. For training the Technical people, the suggestions of the Heads of Departments/Centres should be taken. The Training should be based on the basis of a structured syllabus in which there should broadly be two component. One will be general and broad basing the mind and the other functional.

## 9 Restructuring the Staff Across the Institute Keeping Rejuvenation in Mind.

Keeping in view the envisaged Rejuvenation of Administration and the foreseeable growth of the Institute, an up-to-date Assessment of Requirements of Staff across the Institute is necessary so that the desired level of efficiency could be achieved.

### Why and How

IITR has already crossed the 7000 mark of students number which leads increased activities and consequently more work load. It is necessary to assess the position and restructure the staff keeping in view the envisaged rejuvenation

  
18 JUN 2012

39



and the expected integrated computerisation. By 2014-15, the projected faculty is 880.

## **10. Creating Good Ambience With Functional Efficiency**

A better ambience with suitable functional efficiency always make an impact on the people who spend long time every day in the place of work. It would be desirable to make better ambience for the Office Staff. Since it may involve sizable cost, a beginning may be made in this direction and complete the work in phases.

### **Why**

In the process of rejuvenation, it is necessary to provide good ambience with functional efficiency to create a better impact on the minds of the people who work for long time in their offices. This will also perhaps make better utilisation of space.

## **11 Involving Stakeholders with the Vision, Mission, Core Values Short and Long Term Targets –Preparing DVD/CD**

In order to acquaint the Stake-holders about the Vision, Mission and Core Values as also the Short term and long term targets of the Institute, it would be good to professionally prepare a DVD/CD which could also be used for some Visitors. This would also be useful in Mentoring the people.

### **Why and How To Go About**

Basic to perform is to fully understand the Institutional goal and its current Vision. Both may at times might seem to be the same. But in reality while the Goal of an educational institute is fixed, the Vision changes depending on its plan to decide from the present position where it want to go and achieve to fulfill certain new objectives. It would be good if for the Vision, a DVD is prepared professionally with the Director, Deputy Director and Deans as also some other functionaries, talking about to convey his/her area which could be available to various functionaries and even to the Visitors. Once this is well conveyed and

18 JUN 2012

40



digested by all concerned, one would prepare himself/herself the role that is required to play to achieve the Vision.

## SECTION FIVE

### Road Map For Implementation of the Recommendations.

In order to bring in the Corporate Efficiency in the Academic Administration, the most important factor is Delivery of Quality Service, with efficiency which implies without undue delay, keeping the cost factor also in view. In this process, the most important role is to be played by the group of Officers led by the Registrar and Deputy Registrars along with the Assistant Registrars. The

Report has elaborated the roles that they can and should play. They are the link between the Director, Deputy Director and Deans on one side and the entire Staff at the grass root on the other hand. In reality, they are the ones who have both to take work from the staff and also responsible to deliver. Therefore, they have all to be elevated in their knowledge, skill and approach through good deal of exposure. The exposure requirement is a continuous thing in the fast changing needs to keep pace with the demands of the academics and of the students.

Rejuvenation will become better achievable if the senior officers assume the role of Leadership. Each one of them has necessarily to equip themselves with the basic attributes that define leadership, and then what leadership is in the context of administration of an educational institution..This requires exposure to relevant lectures by the appropriate Speakers on topics that will be provided by the Institute.

They will also need contemporary exposure and up-gradation of knowledge and skill in their professional areas. For both the purposes, a broad structure of Syllabus is provided in the Annexure2 which is aimed at elevating them to a level of knowledgeable officers. They would know the entire higher education canvass of the country and also what is happening outside India in terms of Resource, Cost-effectiveness, Avoidance of Wastage, Modern Management Tools including use of Electronic media etc. They would also be

18 JUN 2012



trained to solving various issues that affect the faculty and students. They should act proactively rather than after being told, reminded and persuaded personally. They should be invisible but their system should work automatically.

Similarly, for the Office Staff who work at the grass root, through training and retraining, their mind set has to be changed and so also their professional competence. In doing so, some may be provided the opportunity to visit under the leadership of one Officer some selected IITs and to interact with their counterparts, Officers and Deans. As part of the training, such changes in the office procedure as would make it simple and faster would be covered including for example, avoiding avoidable pockets to route papers and reducing the number of forms and also designing them simple, doing away the redundant ones.


The pre-requisite of the training and retraining is to create a Personnel Development and Training (PDT) Cell and appoint one senior Officer with an Assistant.

The following Table 5 provides information relating to the various Recommendations and the proposed Action for Implementation.

## Road Map


Table5.

Sl. No	Brief Recommendation	Action Proposed
1	<p><b>Agenda Papers and Minutes of the Board of Governors</b></p> <p>1. Agenda Papers and Minutes of the Board of Governors which is the highest Executive and Superintending Authority of the Institute, should be</p>	<p>1. This can be implemented immediately if the suggestion is accepted Wherever necessary, requisite help will be provided.</p>

42  18 JUN 2012



	<p>focused, precise, and yet complete ensuring that they are Slick, attaching only essential papers, to enable the Chairman and the Members to Browse them comfortably.</p> <p><b>Associating Incoming with Outgoing Functionaries Holding Tenure Positions</b></p> <p>2. In order to avoid loss of time for the new Incumbents to important positions like Deputy Director and Deans who hold tenure positions, it would be helpful if the In-Coming Incumbent is associated with the Out-Going Incumbent for a reasonable period, say, Three Months before the Due Date.</p>	
2.		2. This can be implemented once accepted for implementation.
3	<p><b>Deans As Mentors for the Officers and Deputy Registrars for the Office Staff.</b></p> <p>3 9a) Mentoring the Officers is very important. Deans are best positioned to be Mentors for the Deputy Registrars and Assistant Registrars. In the process of mentoring, the Deans can brief about the objectivity of plans and policies. That will equip the officers better to shoulder greater responsibilities with more efficiency.</p> <p>(b) Deputy Registrars should be Mentors for the Staff directly and indirectly under them which help trickle down the various ideas from the Deans level.</p> <p><b>Effective use of Integrated Technology</b></p>	<p>3(a). Structurally and hierarchically, the Deans have the over- all responsibility in their specific area for which the officers work with them. They are better positioned to be Mentors for the Officers.</p> <p>(b) In turn, the Deputy Registrars should play the Mentor's Role for the Office Staff. This can also be implemented as soon as accepted.</p> <p>4. The need is obvious and</p>

43  18 JUN 2012



4.	<p><b>in Management</b></p> <p>This is a <i>priority case</i> for a Review of the current Computerization across the Institute in particular for the academic activities linking Departments, Deans, Academic Office, Banks and the Accounts Section. Ready made software for the educational system is not available for the reason that different institutions have different requirements which make any commercial venture unviable for them.</p>	<p>almost all functionaries have highlighted this. If the suggestion is accepted, an immediate Review should be undertaken and step taken for an Integrated system without which much of the success of rejuvenation will be in complete. . IITBombay has successfully fulfilled the need through the Software Application Cell having Technical Staff and Programmers to develop software with desired integration. <b>A Priority Case.</b></p>
5	<p><b>Leadership Role for the Core Group of Officers.</b></p> <p>5. Core Administrative Senior Officers should Assume Leadership Roles to raise their level of Effective Functioning and to build Teams for rejuvenation of administration, as follows-</p> <ul style="list-style-type: none"> <li>• Registrar as the Chief Leader heading the Administration.</li> <li>• Deputy Registrars As Group Leaders for the units under them.</li> <li>• Assistant Registrars as Leaders.</li> </ul>	<p>This is one of the more important recommendations, for the process of rejuvenation has to start with this group of officers. The Officers should be exposed to quality talks on Leadership in Higher Education. Such talks have to be customized by arrangements with a selected Institute to train in leadership role and to expand the horizon of knowledge in particular in the context of fast changing time.</p> <p>Besides, the group will be required to outside exposure, meeting quality people who could inspire. A broad syllabus for upgradation of the knowledge and skill of officers is given in Annexure 2.</p>

18 JUN 2012  
44




6.	<p><b>Involvement of Senior Officers in Decision Making Processes for Execution</b></p> <p>6.Major policy decisions are taken by the Authorities. But execution is an important action point which has to be in the right way While some are simple execution, many involve careful skill.</p> <p>If the Officers are to be Leaders in their professional areas, it is desirable that they should be involved in Policy Decision Discussions for that will help them equip better with background of Decisions, for effective discharge of duties at the implementation stage.</p> <p>That will also promote better belongingness to the system and a better confidence level to function.</p>	<p>6.This can also be implemented once a decision is taken in this regard.</p>
7.	<p><b>Effective Services To Academic Departments and Centres</b></p> <p>7.Admittedly, greater attention is needed in the Departments and the Academic Centres where the real activities of teaching and research are carried out and where students flock to pursue their programmes. These Entities have always some unresolved issues pending in the Main Building. Visits of Administrative Officers at fixed intervals to every Department by rotation and discussing the issues with the Head would prove helpful.</p>	<p>7.This hardly needs elaboration and justification. Once the suggestion is accepted, this can be implemented. However, it will be better if this is actually implemented after the first few exposures takes place for the officers.</p>
8.	<p><b>Creating Personnel Dev &amp; T(PDT) Cell</b></p> <p>8.To Create the Personnel Development and Training Cell to provide Round the Year Training and Upgrade the knowledge and Skill of the Staff across the Institute which should be headed by</p>	<p>8. Immediate action need be initiated to create the post and to recruit a suitable officer.</p> <p>Such a Cell is functioning in IITBombay for the last more than 15 years. An officer with</p>

45 18 JUN 2012



	<p>a whole-time Officer preferably with the background of HR or relevant experience, who will create a data-base of experts who might be called for training.</p>	<p>Grade Pay of Rs.6600 in PB 3 is working as Coordinator..The IIT Review Committee has recommendation for such training and to allocate 2% funds from maintenance budget.</p>
9.	<p><b>9. Assessment and Restructuring of Staff</b></p> <p>10.Keeping in view the Rejuvenation and a successful computerization and also the foreseeable growth of the Institute, an up-to-date Assessment and Restructuring of Staff is necessary.</p>	<p>9.Keeping in view that a rejuvenated administration has to be in place which has to be well-knit, responsive and efficient, it is necessary to take a stock of the staff position for restructuring keeping the role that an integrated computerisation may support.</p>
10.	<p><b>Creating Modern Ambience To Match Rejuvenation</b></p> <p>10. In order to create an impact of better ambience with suitable functional facilities and good use of space, making it modern, for the Office Staff, it is necessary to initiate some steps in that direction which is expected to increase productivity.</p>	<p>10. A good ambience is undoubtedly an impacting factor for productivity. This involves funds and therefore, may perhaps be done in phases.</p>

46  18 JUN 2012



11	<p><b>DVD/CD of Vision Mission, Targets.</b></p> <p>11. In order to acquaint the Stake-holders about the Vision, Mission and Core Values as also the Short term and long term targets of the Institute, it would be good to professionally prepare a DVD/CD which could also be used for some Visitors. This would also be useful in Mentoring the people.</p>	<p>This can be implemented if the idea is approved. A professional has to be engaged for developing a quality product.</p>

## SECTION SIX

### How Would the Cost For Implementation be Met

For obvious reasons, there will be sizable expenditure involved in implementing the Recommendations through the Road Map suggested. One of the recommendations is to create a regular Personnel Development and Training (PDT) Cell. This in fact is a sine-qua-non if the professional competence, change in mind-set and their agility are to be raised for through talks and training in which the staff members will also participate, new ideas will grow in their minds with new energy. Such training will also bring a break in the monotony of work.

The year- round training and retraining will also organize feed back from the heads of departments and officers who are expected to make use of the upgraded ability. It is also expected that the heads/ officers should also be open to suggestions from the trained personnel.

For the purpose of creating the Cell, a senior level officer has to be appointed preferably with the background and experience of HR with one Assistant who would create a data-base of experts to be invited for professional training.



48 JUN 2012



Experts from places like Dehradun and Delhi and other places have to be invited for this purpose which involves expenditure. The technical and office staff of the Academic Departments and of the entire Institute have to be trained and retrained in an organized and regular basis

For the exposure of the Assistant Registrars and Deputy Registrars, while from time to time lectures by practicing Experts from different places including MHRD, Planning Commission, University Grants Commission, AICTE etc may be called, they have to be provided exposure by deputing for a short period to different institutions/organizations on a selective basis where they would benefit from such exposures.

Library Officers including Professional Assistants have also to be provided similar opportunities.

For the Technical Officers and Staff of the Departments, the modules have to be developed under the guidance of the Heads.

It may be mentioned that in IIT Bombay a similar Cell was created in 1990s with a senior level officer. The Cell has been successfully working.

IIT Review Committee (2004-05) has made a special recommendation for Staff Development and Training. In para 13.1.3 ( page 142), it has made the following recommendations.-

"13.1.3. All IITs should spend a reasonable proportion (not less than 2%) of their maintenance budget on staff training and skill development. Senior staff training would be appropriate in areas such as management and behavioural aspects besides IT usage.."

In the same recommendation, the Committee has also recommended that – "For staff in the workshops and the technical staff, exposure to and training in the use of modern power tools and automated machinery be relevant." For lower staff, the Committee has recommended training in the Institute and for medium level, it has suggested pooling of resources of all IITs at a central place to avail of the expertise of all IITs. While in principle, the idea is good, getting all IITs together may not be easy.

To begin with, in the year 2012-13, a token amount of Rs.30.00 lakhs may be provided to include the salaries of the Officer and one Assistant along with associated expenditure and all training expense eg. Remuneration to Speakers, their TA/DA, expenses for travel and other expenses for the officers when deputed including the fees/payments to be made to the institutions/organizations where deputed.

  
18 JUN 2012



## Administration As it Should Look-Like After the Implementation Of the Recommendations

With the Deans' Mentoring the Officers and the latter taking the Leadership Role after being exposed to high quality talks and motivation through a number of initiatives suggested in the recommendations, the executive front will be ready to lead an academic administration with corporate efficiency and organize assembly and delivery lines. They will then proactively lead the office staff Mentoring them and also guiding, inspiring and looking after their difficulties so that they also become an integral part of the rejuvenated administration. This new Role will further elevate the leaders. A new relationship will be established when the officers visit the Departments and really solve their problems. That may open a new chapter of relationship of the officers with the academics.

With the Personnel Development & Training (PDT) Cell in place, the professional up-gradation of knowledge and skill of the staff members will continue which will help them stay contemporary.



18 JUN 2012



## SECTION SEVEN

### Conclusion

The Report which covers the organizational dimensions and magnitude, observations and suggestions of the functionaries and the analysis with the set of Recommendations and the Road Map provided are for consideration of the Authorities.

Efforts have been made to make best use of the time-frame and the visits to IIT Roorkee meeting and interacting with the functionaries which has indeed been a pleasure for me. Each one's unstinted support and cooperation made it possible for me to accomplish the task.

Making the administration better, efficient, responsive and delivery oriented means the set of people who are working as Officers and their junior colleagues need to rise to meet the desired level of expectation. In view of this, the thrust of the Recommendations is to take such steps that would inspire, encourage and empower those people.

For me, as I mentioned at the beginning, was an opportunity to put in my best with my background of forty-five years in higher education system both in the universities and IIT system. I have enjoyed working for the assignment.

I profusely thank Shri Analjit Singhji, Chairman of the Board, who was kind to give me his valuable time discussing the proposed study and its modus-operandi. I am thankful to Prof. Pradipta Banerji, Director, whose enormous interest in taking IITR to greater height in all possible ways including the administration of the Institute which he wants to be a model for other institutions, has always provided me the requisite support, guidance and the needed zeal to accomplish this work.

It was my pleasure to meet and interact with the Deputy Director, Deans, Heads of Departments, the Registrar, Deputy Registrars, Assistant Registrars and many of their staff with whom I could meet. I sincerely thank each of them for their kind attitude and openness in their interaction with me. I must place on record that without exception, every one showed great interest extending always ready help and provided me the necessary in puts.

  
18 JUN 2012



I want to give special thanks to Mrs. Margaret Cilamkoti, Mr. Raj Kumar and the entire staff of the Director's Office for their active help in drawing up my day-to-day schedule of work without which I would have felt handicapped.

I once again wish to assure the Authorities that I have tried my best for the assigned task and I hope this will be useful to IIT Roorkee.

Roorkee, dated the

29<sup>th</sup> March, 2012

D K Ghosh



18 JUN 2012



## Appendix 1(a)

Sl.No.	Name of Section/OFFice	Contact Person	Date	Time
<b>Group Meetings</b>				
	All Deans (Chaired by Director)		06.01.2012	
	All Heads (Chaired by Director)		09.01.2012	
	All Officers (Chaired by Director)		10.01.2012	
<b>One to One Meeting</b>				
1.	Dean SRIC	Prof. Pradeep Bhargava	09.01.2012	12.15 p.m.
2.	Dean (Acad. Research)	Prof. Surendra Kumar	09.01.2012	3.30 p.m.
3.	Dean( Administration)	Prof. G.S. Srivastava	09.01.2012	4.00 p.m.
4.	D.R. (Estt. A)	Mr. Shyam Narayan	10.01.2012	11.00 a.m.
5.	Dean Finance & Plg.	Prof. Pradeep Kumar	10.01.2012	11.30 a.m.
6.	Dean Acad. Studies	Prof. Ashwani Kumar	10.01.2012	12.15 p.m.
7.	Dean DPT Saharanpur campus	Prof. I.M. Mishra	10.01.2012	3.00 p.m.
8.	D.R. Accounts	Mr. G.K. Rastogi,	11.01.2012	11.00 p.m.
9.	A.R. (Acad. Studies)	Mr. S.K. Saini,	11.01.2012	12.00 a.m.
10.	D.R. Admn.	Mr. Prashant Garg	11.01.2012	3.00 p.m.
11.	Mr. Suman Kumar	AR. Accounts	11.01.2012	5.00 p.m.
12.	A.R. (Acad. - Research)	Mr. A.K. Sharma,	12.01.2012	11.00 a.m.
13.	AR (Estt. B)	Mr. Raman Lal	12.01.2012	11.45 a.m.
14.	AR (Dean SRIC)	Mr. V.K. Singh	12.01.2012	12.30 a.m.
15.	Deputy Registrar (Admn.)	Shri Prashant Garg	08.02.2012	11.00 a.m.
16.	Asstt. Registrar (Admn.)	Shri Raman Lal	08.02.2012	12.00 noon
17.	Deputy Registrar (Finance)	Shri G.K. Rastogi	09.02.2012	11.00 a.m.
18.	Asstt. Registrar (Finance)	Shri Suman Kumar	09.02.2012	12.00 noon
19.	Deputy Registrar (Faculty)	Shri Shyam Narayan	10.02.2012	10.45 a.m.
20.	Asstt. Registrar (SRIC)	Shri V.K. Singh	10.02.2012	11.45 a.m.
21.	Dean of Students Welfare	Prof. S.N. Sinha	10.02.2012	3.00 p.m.
22.	Mr. Goswami (President Non-teaching Employees Union)		10.2.12	4.00 p.m.
23.	Dean of Faculty Affairs	Prof. Vinod Kumar	13.02.2012	3.00 p.m.

  
**18 JUN 2012**



## Appendix 1(b)

Sl.No.	Department	HOD	Visited / time
1	Deptt. of Paper Technology	: Discussed with Prof. I.M. Mishra	10.01.12 3.00 p.m.
2.	Chemical Engineering	: Prof. V.K. Agrawal	12.1.12 3.00 p.m.
3.	Met. & Mat. Engineering	: Prof. P.K. Ghosh	12.1.12 4.15 p.m.
4.	Electrical Engg.	: Prof. Pramod Agarwal	13.1.12 11.00a.m.
5.	E. & C. Engg.	: Prof. Padam Kumar	13.1.12 12.15a.m.
6.	Mathematics	: Prof. R.C. Mittal	13.1.12 3.00 p.m.
7.	Physics	: Prof. A.K. Jain	13.1.12 4.15 p.m.
8.	Civil Engineering	: Prof. A.K. Jain	8.2.12 3.15 p.m.
9.	Mechanical & Industrial Engg.	: Prof. S.C. Sharma	9.2.12 3.00 p.m.
10.	Bio-technology	: Dr, Ramasre Prasad	9.2.12 4.15 p.m.
11.	Hydrology	: Prof. M. Perumal	13.2.12 4.15 p.m.
12.	Disaster Mitigation & Mgt.	: Dr. Ajai Gairola	14.2.12 12.00noon
13.	Management Studies	: Prof. S.N. Rangnekar	14.2.12 3.30 p.m.
14.	Chemistry	: Prof. V.K. Gupta	15.2.12 12.00 noon
15.	Architecture & Plng.	: Prof. Pushplata	23.03.12 11.30a.m.
16.	Earthquake Engg.	: Prof. H.R. Wason	23.03.12 3.30 p.m.
17.	Hum. & Socl. Sciences	: Prof. Rashmi Gaur	26.03.12 11.00a.m.
18.	Water Res.Dev. & Management:	: Prof. Nayan Sharma	27.03.12 3.30 p.m.

  
**18 JUN 2012**



Suggested Provisional  
Structure of Training of Administrative Officers

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1. Leadership in Academic Administration ( A five-day series of lectures)

Definition , Components, Tools and Techniques  
Motivation Factors-Self Motivation and Motivating  
the Team.

( A number of customized lectures to be  
Developed.)

2. Broad Basing the Canvass

- Indian Higher Education – After 1947 till date.
- Current Issues in HE system.
- Technical Education -After 1947, Growth and the Current Issues.
- Understanding Issues Involved for Quality Education
- Inclusive Growth and Management thereof.
- Understanding Gross Enrolment Ratio (GER) and Issues connected therewith.

3. IITs- and its Brand Name Effect

- IITs since the first IIT, till 2001 and issues.
- Challenges before the IIT system.
- Birth of New IITs and their Growth.
- Growth of New Institutions-ISERs,IIMs,IITs
- Contributions of IIT System
- Quality of Management that IIT system demands.
- IIT system and the Alumni – Their Contributions.

- Future Role of IITs-Indian Context and Global Perspective.

4. Widening the Knowledge Zone

  
18 JUN 2012



- WTO, Liberalisation and Impact thereof
- Impact of Globalization on HE System.
- Knowledge Economy vis-à-vis Higher Education
- Higher Education in UK, USA, China and Japan
- Resource Crunch – Global Issue-  
What are Measures taken by different countries.

#### 5. Role of the Regulatory Authorities

- Role of UGC vis-à-vis the Universities.
- Role of AICTE and Professional Institutions
- ( Engineering, Management etc.
- Accreditation by NAAC and NBA of AICTE

#### 6. Up-gradation of Certain Specific Knowledge

- Time Management
- Soft Skills
- How Best to Apply Rules in the Educational Administration-
- Rigidity vs Flexibility
- Man Management in the Educational Institute.

#### Up-gradation of Functional Areas

Under this, opportunities will be provided to attend to different specialized programmes eg. Relating to Personnel Management, Finance, Accounts that may be held any where in India in addition to those that may be organized in the Institute by the PDT Cell. For Academic Administration, the officers may visit different IITs to see the various systems that are working through computer.

The process of up-gradation is also aimed to ensure the following -

- Understanding the Organizational Goal -both the general and current Vision
- Ensuring that he/she is professionally competent for the mandated role
- Preparing self as Team Leader or Partner of the Team making it coherent.
- Making self Firm and Decisive within his/her limit;
- Being Responsive and Sensitive to the People and Issues
- At all times being Open, Delivery -Oriented with time-frame and Accountable.

Element 1: Understanding the Organizational Goal -both the general and current Vision.

  
18 JUN 2012  
55



Basic to performing is to fully understand the Institutional goal and its current Vision. Both may at times be taken to be the same. But in reality while the Goal of an educational institute is fixed, the Vision changes depending on its plan to decide from the present position where does it want to go and achieve to fulfill certain new objectives. It would be good if for the Vision, the DVD is suggested at the end of these Recommendations.

Element 2: Ensuring that he/she is Professionally competent for the mandated role

The positioned officers are in their position for their professional competence. While that is true, it is also the need to-day to new ideas, experimentation and practice in different organizations. Such exposure widens the knowledge horizon.

Element 3: Preparing self as Team Leader or Partner of the Team making it coherent

The system as a whole is but a family. Therefore preparing self to be the leader and a partner of the Team would always be the need to ensure smooth and efficient functioning of the area. The onus would always be on the leader.

Element 4: Making self Firm and Decisive within his/her limits;

While flexibility is the name of the IIT system, it is always necessary to make sure that the decision is based on correct facts, required flexibility and justice and then be firm. Quick decision making makes the people around happy. This has to be the mandate of the leader.

Element 5: Being Responsive and Sensitive to the People and Issues

This is imperative in any educational institute, and more so in the IIT system which is a well-knit community where every body known to every other person. Much of the efficiency and satisfaction will stem from how responsive and sensitive the functionaries are. This pre-supposes a good deal of mental flexibility and every visitor must as a rule be welcomed with a smile. That the functionary is willing to hear the visitor need be demonstrated. This approach would always be helpful even in situations where the work cannot for valid reasons be done. An out-right rejection would give the impression that there is no application of mind, even if that may not always be true.

Element 6: At all times being Open, Delivery -Oriented with time-frame and Accountable

In the context of the transparency needed in dealing with matters, openness with due care is now but an essential requirement on the part of the functionaries. It now hardly needs to be emphasized. It is important that open-ness should appear to have been shown. In administration this has its own importance and impact. Then comes the time-frame. Decision making within reasonable time is as essential as doing the work. It is important that a delayed decision loses its sheen even when it is favourable.

  
18 JUN 2012