

**Minutes**  
**Brainstorming Session on Capacity Building of**  
**Academic Administrators**

**Session Date: 9<sup>th</sup> Jan '2023**

**Time: 4.30 PM to 9.00 PM**

**Venue: The Institution of Engineers, Khairatabad, Hyderabad**

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**Total No of Attendees: 30**

1. Shri D. Chakrapani, IAS (Retd.), Former Director General, Andhra Pradesh Human Resource Development Institute (APHRDI) ; Former Director, Centre for Innovations in Public Systems, ASCI, Hyderabad, Former Additional Director General - Dr MCR HRD Institute, Hyderabad Honorary Advisor, Institute for Academic Excellence, Hyderabad.
2. Prof. Dr. S.S. Mantha, Former Chairman, AICTE, New Delhi, Adjunct Faculty
3. Mr. K. Venkatesh, Director - Institute for Academic Excellence, Hyderabad
4. Prof. Katta Narasimha Reddy, Vice Chancellor, JNTU Hyderabad
5. Prof V.S. Rao, Former Director, BITS Pilani, Hyderabad Campus, Advisor - SRM University, A.P
6. Prof. J.B.Tilak, Former Vice Chancellor, NUEPA, New Delhi, Adjunct Faculty
7. Prof. B. Raja Sekhar, Former Pro-VC, University of Hyderabad
8. Maj. General (Retd.) Dr.S.S.Dasaka, CEO, JB Group of Educational Institutions, Ex-Executive President (Vice Chancellor, Indus University, Ahmedabad, India)
9. Prof. Y. Narasimhulu, Director, UGC - HRD Center HCU, Hyderabad
10. Prof. Shaik Suleman, GM (TSG) - Ministry of Education, Govt. of India
11. Dr Nadimpalli Siva Kumar, Dean, University of Hyderabad
12. Prof. P.V.S Srinivas, Principal, VBIT, Hyderabad
13. Ms.M. Praveena, Principal (FAC), Tara Govt. College, Sangareddy
14. Dr.K.S.Vijaya Sekhar, Head - Statistical Cell Outreach office - IIIT Hyderabad.
15. Prof.A Sai Prasad, Head - Academics, Vasavi Engineering College
16. Prof.B.Brahmaiah, Former Principal
17. Dr B. Murali Krishna, Academic Advisor
18. Shri C.Srinivasan, Former Head - HR, GMR Group
19. B.V. Babu Dean, School of Engineering and Sciences, SRM University, AP
20. Vangapalli Viswanadham, Former Dean, Commerce Department, OU
21. Dr. Ramesh Babu, Chancellor, Aurora University, Hyderabad
22. Shri Jai Shankar, CEO, NEER Interactive Solutions
23. Dr.Upendher Reddy, Former Director, SCERT
24. Shri.J.V. Krishna Rao, Secretary, JB Educational Group

25. Dr. Bahuguna Saradhi, Academic Guidance Officer, Commissioner of Intermediate Education
26. B. Raveendra Babu, Director - Accreditations & Recruitment, Vishnu Educational Development and Innovation Centre

**Attended in Zoom:**

1. Prof NV Ramana Rao, Director, NIT Warangal
2. Prof Ram Gopal Rao, Former Director, IIT Delhi
3. Prof. (Retd.) K. Sujatha, NUEPA, New Delhi
4. Major G Lakshman Rao, Principal (Retd.)

**Introduction:**

**Sri D Chakrapani IAS (Retd.), Honorary Advisor IAE has welcomed the members.**

Mr. Venkatesh, Director of Institute of Academic Excellence (IAE) in his opening remarks has introduced all the speakers of the evening. He further gave his perspective of holding this meeting and the objective of conducting this Brainstorming session.

After interacting with Senior Faculty members and academic administrators across the country, over a period of nearly two decades, IAE considers that there is an eminent need to create awareness about the emerging trends in Academic Governance among the Board of Governors, Management Members and the senior faculty members of the educational institutions.

He further elaborated on the need for benchmarking various academic institutions with those that have been lagging behind.

One of the points discussed related to the various existing Institutions that are already working in the direction of imparting training for academic administrators.

It is noticed that there are many such Institutions in New Delhi, the ISB in Hyderabad and in IIT Kanpur which are imparting training for academic administrators. In addition, the Ministry of Education is also conducting various training programmes in this regard.

**Prof. S S Mantha, Former Chairman AICTE** spoke of the various types of Universities and the diversity in imparting instruction. He also gave the data relating to the various Universities including the Deemed Universities and Autonomous Colleges. He laid great emphasis on investing digital learning and digital platforms. He also spoke of the emerging technologies like Artificial Intelligence and Machine Learning. He spoke of

the announcements made by Government of India about the Digital University and how the traditional Universities would gradually pave the way for Digital University. The Digital University will entirely focus on the personalized learning of the student. He emphasised that the CHAT GPT model with its focus on automated business proposals will have to be internalized by various academic institutions.

**Prof. Katta Narasimha Reddy, Vice Chancellor-JNTU Hyderabad**

He explained the existing gaps and the need to focus on indigenous methods and solutions for meeting requirements of Indian students.

He also spoke of the need for divesting the Academic Administrators from the day to day administrative and finance functions. This calls for continuous Capacity Building of different functionaries in Academic Institutions. He emphasised the need to bureaucratise the university functioning duly according functional autonomy to officials in the Universities. Only then will it be possible for the top functionaries in the academic bodies to concentrate on Governance, Research and Teaching.

To tackle the day-to-day functioning in universities, we need to have an ERP for each Institution.

He also spoke of the need to harmonize the guidelines given by UGC and AICTE. He further spoke of a close monitoring of the autonomous colleges within the guidelines of the UGC.

**Sri Chakrapani IAS (Retd), Honourary Advisor IAE**

He spoke of the Administrators in various Educational Institutions who are poorly equipped. It is a fact that the day-to-day administration in Academic Bodies in Public Sector is handled by persons from outsourcing / contract employment. It is also true that these outsourcing /contract employees are tech savvy as against the middle and senior level administrators right up to Joint / Additional Registrars whose technical capabilities are very low. Hence, there is mismatch between the grass root administrative workers and the middle and senior level administrative functionaries in Academic Bodies. He further spoke of the lack of tenure among senior finance officers in universities and this impairs their ability to suitably advise their senior functionaries like Registrars/ Vice Chancellors. He also spoke of the academic governance been much better in private universities, autonomous colleges etc.

**Dr.Upender Reddy, Former Director, SCERT**

He spoke of the current situation where there are no facilities for continuous professional advancement opportunities for members of the Faculty. He also lamented that there is no appraisal system which brings out clearly. He spoke of the current education which is mostly information oriented and is not based on case study. There is hardly any effort at experiential learning. Nor is there any recognition for innovation. He spoke of the need to revert back to the community connect practices which were in vogue in the 70's and 80's. He also spoke of the professional standards for teachers to be properly documented – duly focusing on performance.

**Prof. Y. Narsimhulu, Director UGC-HRD Center HCU, Hyderabad**

He spoke of the need for wide discussion and dissemination of information among teachers about the provisions of National Education Policy. He also emphasized the need for a strong integration of the 10 technologies in our educational sphere. He further emphasized Artificial Intelligence as a major component to be integrated into all aspects of teaching.

**Prof.Jandhyala B .Tilak, former Vice Chancellor, NUEPA**

He spoke of the expansion of universities and also the increased aspirations of students. He further brought to light the changing definition of University. He also felt that the students are overloaded with lot of curriculum. It has indeed difficult for the students to keep pace with the fast changing content and methods as also the integration of subjects. There is need for Vice Chancellors and the Senior Administrators in academic bodies to develop an awareness to lead this change.

**Shri. B.V. Babu, Dean, School of Engineering and Sciences, SRM University, AP**

Good teachers should be groomed to be good administrators. He spoke of the need of a body like NUEPA to play its role in training and certification of senior functionaries. He further spoke of the need to study institutions like SRM and how they have been able to meet the emerging challenges. He also spoke of the need to sensitize the managements of various institutions on the future needs and goals of higher education by including them in the capacity building efforts. He stated that BITS Pilani has a good model for academic administrators. He also spoke of the functional administrative structure in BITS Pilani where each division has got nucleus members. This functional administrative structure decides on admissions, registration, placements etc.

**Prof.Raja Sekhar, Former Pro Vice Chancellor, HCU**

He spoke of the need to advise institutions on NIRF. He further stated that the major challenge in all institutions is a non-availability of data and inconsistent numbers. He advocated the need for central data centres. He also focused on institutional ERP to overcome some of the challenges. He further spoke of the need to harmonize the data available with colleges to the data required for NIRF ranking. He also stated that the data required by NIRF and NAAC particularly the financial data should be the same.

He also advocated multi-disciplinary approach among all faculty members. Collaboration and co-ordination across departments should be encouraged. He considers that too much importance to Computer science and IT branches is being given ignoring other branches of engineering. He also views that Artificial Intelligence should be made a mandatory subject in all educational institutions.

He emphasised the need for Digital Lean Solutions: Combination of IT, Digital technologies - Social Networking, Cloud, Mobile Networking, Analytics and IoT (internet of things). All these need to be integrated added in the curriculum.

He spoke of complex concepts like Blooms taxonomy and Outcome based education which is not being followed by most institutions.

He feels that the teaching practice should have the same focus as research.

### **Prof. Shaik Suleman, GM (TSG) - Ministry of Education, Govt. of India**

It is noticed that most of the students coming to our country for higher education are from Nepal, UAE and Africa (95%). The number is almost NIL from developed countries. We require research professionals from US and countries of Europe and Australia.

It is noticed that most universities and colleges of eminence aspiring to admit international students do not have the position like Director, International students, who exclusively deals with admissions from overseas students. He strongly advocates the creation of the position of Director - International students in each Institution.

He has also noticed that in states like Telangana and Andhra Pradesh, there have been instances where faculty members teach subjects in regional languages. This will adversely affect all attempts at admitting international students.

Educational Fairs in International locations: There is a need to participate and represent educational institutions being held in foreign educational expos. It should be remembered that visibility of our educational institutions is important to drive international admissions into our country.

We should also spell out the policy relating to the employability of foreign students in our country once they complete the studies in our universities.

For Foreign students, a foundational course in English for a period of 2 to 3 months would be beneficial and adds value.

Most of the openings in senior level administrative positions are happening through OJT (on the job) model. This may not be a good practice. A blended approach should be considered.

**Prof. (Retd.) K. Sujatha, NUEPA, New Delhi**

Prof. Sujatha considers that training of academic leaders at higher education level is a challenge.

The training is to be defined and spelt out right at the beginning. It should be specifically stated whether the training is for faculty leadership or non-teaching positions. The management has to specify the details at every stage.

In higher education, there should be a blend of management and leadership for successfully transforming the industry.

A policy for appointment of a personnel for higher positions in academic bodies should be spelt out by each institution. This policy should contain the criteria and guidelines for the applicant and also for the committee. The policy should also spell out the need to consistently maintain and sustained quality over a period of time. It should be remembered that weak leadership has limitations in nurturing and transforming academic bodies into institutions of excellence.

**Prof. Ram Gopal Rao, Former Director, IIT -Delhi**

He spoke about the Internationalization of Higher Education. The major attraction for foreign universities to setup their campus in India is the Size of Higher education enrolment in our country which is very high. It is seen that there are around 40,000 international students coming to our country every year.

International linkage is a major problem (Joint Degree programs, Student exchange programs are to be created for better ranking of the institutions).

Interdisciplinary Research: The objective to create a platform for promoting research across different disciplines as at IIT Delhi.

Industry collaboration. Industry-Academia partnerships offer mutually beneficial opportunities to create effective solutions to deal with global issues.

**Dr. Murali Krishna, Academic Advisor**

Strong leaders are not born; they only come from strong training. This is the current scenario.

Recruiting the Faculty: There are a lot of expectations from faculty but when it comes to compensation, they are paid at a very low level. How do we manage this situation? Example - the management wants to recruit faculty in the range of 15K to 20K. An average semi-skilled worker is able to earn 15K.

Such anomalies need to be rectified.

**Prof. Y. Narasimhulu, Director, UGC - HRD Center HCU, Hyderabad**

He alluded to the training program that he attended under the auspices of IIT Kanpur. He also visited Singapore as part of this blended programme.

The essence of these training programs is learning through case study method (how they developed the institutions) and how to manage a strength of 10K or more. He further stated that IIT Kanpur has a strong alumni centre where they document best practices.

In Singapore, the focus is on building system driven approach than individual orientation. There, a connect with industry is also very much visible. There is a need for institutional ERP for systematic process enablement at University / College level.

Many companies in Singapore have established their research centres. Also, they have established a centre for global recruiting. The Dean is recruited from abroad also (US for Singapore)

There is no succession planning for many colleges. The second level of leadership is missing in many institutions. This needs to be rectified.

**Prof. NV Ramana, Director, NIT Warangal**

Motivation and energizing the faculty is an important challenge.

According to him, an orientation is required to know the acts, powers of the functionaries and the practices which are prevalent. We need to understand the current system in place; use our wisdom and judgement to administer in an effective manner. All the academic administrators are to network, to discuss and know all the departments for an overview of the institution.

**Prof. Vangapalli Viswanadham, Former Dean, Commerce Department, OU**

Love for students, passion for education should be the first ingredient.

Grassroots realities: It is noticed that some of the teachers are terminated by creating ruckus through volatile students so that the blame is not on the organization. Such instances should be firmly dealt with by the management.

One of the major concerns of the top management is the ready availability of the data. This needs to be addressed.

**Dr.B.Raveendra Babu, Director - Accreditations & Recruitment, VEDIC**

His organization has developed a program called - Leadership preparing for the future. He has used industry connections for providing the resource persons of the programme. For HOD's and above this program is created.

- For better financial management
- Bringing research culture
- Create Accountability among administrators
- Preparing for Accreditations
- Best practices in Recruitment and Retaining of Resources.

**Prof. A Sai Prasad, Head - Academics, Vasavi Engineering College**

The transfer of academic credits as part of the National Education Policy needs to be spelt out clearly.

There are issues with internships. For medical professionals, it is easy for getting internships. However, in software companies, it is very difficult to obtain the same. If some kind of policy is developed then, it would be the advantage of students. Also, a key challenge is that internships are not linked to placements.

We can make a repository bank of colleges / universities who are looking for academic administrators and as a team; we can give customized training to the specific institution.

**Dr.Bahuguna Saradhi, Academic Guidance Officer, Commissioner of Intermediate Education**

We need passionate experts who are good administrators and who can teach others on best practices. A framework can be developed in such a way that, if some deviation is found, a warning signal should be notified.



## **Conclusion**

Finally, the concluding remarks and summary of the day's key speeches were presented by Professor. Sri. S.S. Dasaka at the end.

The PPTs presented at the session are available at [www.iae.education.com](http://www.iae.education.com)