

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA-136119

AGENDA
FOR
BOARD OF GOVERNORS MEETING



41st MEETING
TO BE HELD ON 31.01.2017

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA-136119

| | |
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| Agenda | 41 st meeting of Board of Governors |
| Place | Committee Room (New Building) Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapeetha Qutub Institutional Area, New Delhi - 110016 |
| Day, Date and Time | Tuesday, the 31 st January, 2017 at 10.00 a.m. |

| Item No. | Subject | Page No. |
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| 41.1 | To note the assumption of charge of Director by Dr. Satish Kumar, Ex-Distinguished Scientist and Ex-Director General - Missile and Strategic Systems as per directions of the MHRD. | 1 - 2 |
| 41.2 | To confirm the minutes (Item NO.39.6 and 39.11) of the 39 th meeting of the Board of Governors held on 05.04.2016. | 3-4 |
| 41.3 | To confirm the minutes of the 40 th meeting of the Board of Governors held on 19.08.2016. | 5-9 |
| 41.4 | To note the action taken report on the minutes of 40 th meeting of the Board of Governors held on 19.08.2016. | 10 - 14 |
| 41.5 | To consider and approve the minutes of the 28 th meeting of the Senate, National Institute of Technology, Kurukshetra held on 05.08.2016. | 15 - 20 |
| 41.6 | To consider and approve the minutes of 33 rd meeting of the Finance Committee, National Institute of Technology, Kurukshetra held on 28.07.2016. | 21 - 25 |
| 41.7 | To approve Annual Report and Audited Statement of Accounts & Audit Report of the Institute for the year 2015-16. | 26 |
| 41.8 | To consider and approve the extension of validity for Panel of External Experts for recruitment of Academic Staff (excluding the Director and the Deputy Director) in various subjects. | 27 |
| 41.9 | To consider and approve the extension of validity of Panel of the Senate Nominee of the experts on the Selection Committee of Academic Staff. | 28 |

| | | |
|-----------------|--|-----------|
| 41.10 | To consider and approve the extension of validity of Panel of External Experts for recruitment of Technical, Administrative & Ministerial Staff, Senior Administrative and other comparable posts. | 29 |
| 41.11 | To consider the report on the activities of the Special Group for Skill Development. | 30-36 |
| 41.12 | To consider the report of External Peer Review Committee. | 37-70 |
| 41.13 | To consider requirement of additional Faculty and Non-faculty posts on the basis of students strength for the year 2015-16 and 2016-17. | 71 -72 |
| 41.14 | To consider implementation of Dynamic Assured Career Progression (DACP) in respect of Senior Medical Officer and Medical Officers of the Institute. | 73 – 76 |
| 41.15 | To consider the extension of contractual appointment by two years of Shri V S Nagendra Reddy B, Assistant Professor, Mechanical Engineering Department appointed on three years contract under the standard 3 tiers rigid faculty structure. | 77 |
| 41.16 | To consider the proposal for appointment of Temporary Faculty as per the provision of the Recruitment Rules of NITs. | 78-85 |
| 41.17 | To note revision of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs. | 86 - 92 |
| 41.18 | To note the quarterly Financial Statement of the Institute for the quarter ended 31.12.2016. | 93 - 94 |
| 41.19 | To consider the case of pay anomalies of the faculties arising out of the implementation of 6 th Central Pay Commission. | 95 - 99 |
| 41.20 | To consider the appointment of a 'Counsellor for the Students, the Faculty and the Staff of the Institute. | 100 |
| 41.21 | To consider engagement of Consultants against the sanctioned posts of Assistant Registrars on contract basis. | 101 - 102 |
| 41.22 | To consider and approve the revised financial implications for the payment of additional scholarships on account of enhanced no. of Ph.D scholarships. | 103 - 106 |
| 41.23 | To consider the future financial health of the Institute. | 107 - 108 |
| Any other items | | |

Item 41.1 To note the assumption of charge of Director by Dr. Satish Kumar, Ex-Distinguished Scientist and Ex-Director General - Missile and Strategic Systems as per directions of the MHRD.

The Joint Secretary to Government of India, Ministry of Human Resource Development, Department of Secondary and Higher Education, Shastri Bhawan, New Delhi vide order No. F.No.34-8/201S-TS.III(Pt.) dated 5th October, 2016 informed that the President of India in his capacity as the visitor of the National Institute of Technology (NITs) is pleased to appoint Dr. Satish Kumar as Director of the National Institute of Technology, Kurukshetra (Haryana) for a term of five years with effect from the date of assumption of charge of the post.

A copy of the order dated 5th October, 2016 of Government of India, Ministry of Human Resource Development to the above effect is enclosed as Annexure - 41.1.i on page - 2.

On the basis of the above orders, Dr. Satish Kumar, Ex-Distinguished Scientist and Ex-Director General - Missile and Strategic Systems (MSS), Defence Research & Development Organization, Delhi has assumed the charge of the Director, National Institute of Technology., Kurukshetra, Haryana (India) on 06.10.2016 (FN).

The Board may kindly note.

ANNEXURE – 41.1.i

F.No.34 - 8 / 2015 - TS III (Pt.)
Government of India
Ministry of Human Resource Development
Department of Higher Education

Shastri Bhawan New Delhi.
dated. the 5th October, 2016

ORDER

The President of India. in his capacity as the Visitor of the National Institutes of Technology (NITs). is pleased to appoint DR. SATISH KUMAR as DIRECTOR of the NATIONAL INSTITUTE OF TECHNOLOGY, KURUKSHETRA (HARYANA), in the scale of pay of ₹75,000/- (fixed) plus Special Allowance of ₹5000/- per month. as per the terms and conditions laid down in the Contract of Service [Schedule – A of the Statutes under the National Institutes of Technology, Science Education and Research (NITSER) Act, 2007], for a term of five years with effect from the date of assumption of charge of the post, purely on tenure basis or till attainment of the age of 70 years or until further orders, whichever occurs earlier.

2. The appointment will be subject to the provisions contained in the National Institutes of Technology, Science Education and Research Act, 2007, prevalent Statutes and agreement mentioned above.

[SP 10/10/16] 24/10/16
Joint Secretary to the Government of India

Copy to:

1. Dr. Salish Kumar. Ex-Distinguished Scientist and Ex-Director. Generat - Missiles and StrategiC Systems (MSS), Defence Research & Development Organisation. Delhi - with the request to take the charge of the post of Director, NIT, Kurukshetra (Haryana) at the earliest possible and forward the charge assumption report to this Ministry.
2. Shri Jagdish Khattar, Chairperson, Board of Governors, NIT, Kurukshetra (Haryana).
3. Prof. VK 'Arora, Director-in-charge, NIT, Kurukshetra - with the directions to handover the charge of the post of Director, NIT, Kurukshetra to Dr. Satish Kumar.
4. The Registrar (I/o), National Institute of Technology, Kurukshetra (Haryana).
5. The Additional Director, (DROS-H), DRDO, DRDO Shawano New Delhi.
6. The Officer on Special Duty, President's Secretariat, Rashtrapati Shawan, New Delhi - with reference to I.O. Note NO.0900111/2016-CA-IIJ-Part (1) dated 26th September, 2016.
7. PS to the Hon'ble Minister of Human Resource Development.
8. PS to the Hon'ble Minister of State for Human Resource Development (MNP).
9. PSG to Secretary, Department of Higher Education, Shastri Bhawan. New Delhi.
10. The Directors of all the National Institutes of Technology (NITs).
11. Guard file.

[SP 10/10/16] 24/10/16
Joint Secretary to the Government of India
Tel: 23383451

Item 41.2 To confirm the minutes (Item No.39.6 and 39.11) of the 39th meeting of the Board of Governors held on 05.04.2016.

The minutes of the 39th meeting of the Board of Governors held on 05.04.2016 circulated to all the members of the Board vide letter No. NITK / 39th BOG 14078 dated 16.04.2016 and Endst. NITK / 39th BOG 14079 dated 16.04.2016, were placed before the Board of Governors at its 40th meeting held on 19.08.2016. The Board confirmed the minutes of 39th meeting of the Board of Governors except item No. 39.6 and 39.11.

As per the observations of the Board in respect of item No. 39.6, the recommendations of the Selection Committee are enclosed as Annexure - 41.2.i on page - 4.

As per the decision of the Board in respect of item No.39.11, a letter vide NO.Estt.I6511 dated 08.09.2016 was sent to the MHRD for seeking clarification regarding extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rigid faculty structure. The clarification from the MHRD is still awaited.

The Board of Governors may confirm the minutes in respect of item No. 39.6 and 39.11 of the 39th meeting of the Board held on 05.04.2016.

ANNEXURE - 41.2.i

Reference to the Minutes of 39th meeting of the Board of Governors (Item 39.6)

| Sr. No. | Name of the Post | No. of vacancies | No. of application forms received | No. of shortlisted candidates | Date of Interview | Recommendations of Selection Committee |
|---------|--|------------------|-----------------------------------|-------------------------------|-------------------------|---|
| 1 | Technical Officer | 01 (UR) | 81 | 72 | 23.02.2016 & 24.02.2016 | Recommended for the appointment of Shri Yogveer Singh Lamba |
| 2 | Sr. Students Activity & Sports Officer | 01 (OBC) | 10 | 01 | 25.02.2016 | Not Found Suitable |
| 3 | Principal Technical Officer | 01 (UR) | 08 | 01 | 25.02.2016 | Recommended for the appointment of Shri Lalit Mehra |
| 4 | Senior Technical Officer | 01 (SC) | 04 | 01 | 25.02.2016 | Not Found Suitable |

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Officer :

Item 41.3 To confirm the minutes of the 40th meeting of the Board of Governors held on 19.08.2016.

The minutes of the 40th meeting of the Board of Governors held on 19.08.2016 were circulated to all the members of the Board vide letter No. NITK /40th BOG /6447 dated 05.09.2016 and Endst. NITK /40th BOG /6448 dated 05.09.2016 with the request to send their comments, if any, within fifteen days. The minutes are enclosed as Annexure - 41.3.i from pages 6 to 9.

No comments were received from any member of the Board within this period.

The Board of Governors may confirm the minutes of the 40th meeting of the Board of Governors held on 19.08.2016 as circulated to the members.

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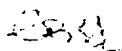
NIT Kurukshetra

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA-136119

Minutes of the 40th meeting of the Board of Governors, National Institute of Technology, Kurukshetra held on 19th August, 2016 at 11.00 a.m. in the Committee Room (new Building), Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapeetha, Qutub Institutional Area, New Delhi-110016.

Following were present:

- | | | |
|----|--|-------------|
| 1. | Shri Jagdish Khattar | Chairperson |
| 2. | Prof. V.K. Arora, Director Incharge NIT, Kurukshetra | Member |
| 3. | Ms Neema Arora, Assistant Secretary, Representative of Joint Secretary (NIT & DL) | Member |
| 4. | Dr. S. K. Sharma Registrar, YMCA University of Science & Technology, Faridabad Representative of Director General, Technical Education Department, Government of Haryana Chandigarh-160 009 | Member |
| 5. | Dr. P.K Raina, Dean (Academic) Representative of Director Indian Institute of Technology Ropar, Ropar (Punjab)-140 001 | Member |
| 6. | Dr. Akhilesh Swamp, Professor, Electrical Engineering Department, NIT, Kurukshetra. | Member |
| 7. | Ms. Sunita Chauhan, Associate Professor, Electrical Engineering Department, NIT, Kurukshetra. | Member |



Smt. Dheera Khandelwal, Principal Secretary to the Government, Technical Education, Government of Haryana, Chandigarh and the Joint Secretary & Financial Officer, Department of Higher Education, Ministry of Human Resource Development, Government of India, Shastri Bhawan, New Delhi could not attend the meeting.

- 40.1 To note the assumption of charge of Director (Incharge) by Dr.V.K. Arora, Professor, Civil Engineering Department as per directions of the MHRD.

The Board noted the assumption of charge by Prof. V.K. Arora, Professor, Civil Engineering Department as Director (Incharge) of the Institute as per directions of the MHRD.

- 40.2 To note the nomination of faculty members as Senate nominee on the Board of Governors of NIT, Kurukshetra

The Board noted the nomination of Prof. Akhilesh Swamp, Professor, Department of Electrical Engineering and Ms. Sunita Chauhan, Associate Professor, Department of Electrical Engineering, NIT, Kurukshetra as the Senate Nominee members on the Board of Governors.

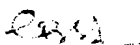
Thereafter, they joined the meeting and the Chairperson, BoG welcomed them.

The Board desired that the Senate nominee members may consult and give feedback from the Senate regarding its expectations from the Board.

- 40.3 To confirm the minutes of the 39th meeting of the Board of Governors held on 05.04.2016.

The Board confirmed the minutes of 39th meeting of the Board of Governors held on 05.04.2016 except item NO.39.6 and 39.11 as Shri A.K. Singh, Under Secretary, NITs, Department of Higher Education, Ministry of Human Resource Development, New Delhi has sent comments on item NO.38.9, 39.6 and 39.11.

The Board considered the remarks of Shri A.K. Singh and decided that a clarification on the remarks of Shri A.K. Singh in respect of item NO.38.9 and 39.11 be sought from the Ministry of Human Resource Development as early as possible. The Board also decided that the decision taken by the Board in respect of item No. 39.6 be presented in a tabulated form. Except this, the Board approved the minutes.





- 40.4 To consider and approve the Annual Accounts for the financial year 2015-16.

The Board approved the Annual Accounts for the financial year 2015-16. The Board confirmed this item for sending the Annual Accounts of the Institute for the year 2015-16 to the AG, Haryana. However, the audited statement of accounts along with the SAR should be placed before the FC and BoG for deliberations as and when they are received from CAG.

The Board also decided to convene another meeting with single agenda item wherein, the Deputy Registrar (Accounts) will make presentation on future financial health of the Institute as there were huge deficits recently. Also keeping in mind new fee structure, increasing cost, etc.

- 40.5 To note revision of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs.

The Board noted the revision of fees in the Institute as per decision of the Council of NITs and directed the Institute to report its implication in the next meeting.

- 40.6 To consider and approve the recommendations of the Selection Committee for the appointment of Registrar, with respect to Minutes of 38th meeting (Item NO.38.1S), Board of Governors.

The Board was apprised about the item 40.6 in the light of BoG minutes (item 38.15) and informed that the prescribed recruitment procedure was followed by the Institute in the Recruitment process of Registrar.

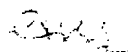
Subsequently, the Board approved the recommendations of the Selection Committee 'None was found suitable' for the appointment of Registrar.

- 40.7 To consider the request of Nodal Officer, NID, Kurukshetra for providing Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus.

The Board considered and accepted the request of Nodal Officer, NID, Kurukshetra for providing Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus initially for a period of one year.

- 40.8 To consider the extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rigid faculty structure.

The Board directed the Institute to seek the clarification from the Ministry of Human Resource Development on this matter as early as possible.



NIT Kurukshetra

if the clarification from MHRD is not received within one month, the Institute may extend the contractual appointment of the Assistant Professors.

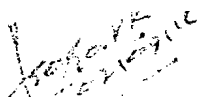
- 40.9 To report the approval **accorded** by the Hon'ble Chairperson, Board of Governors.

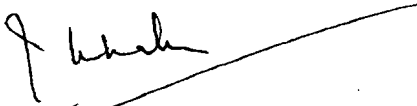
The Board noted the approval accorded by the Chairperson, Board of Governors as detailed in the Agenda.

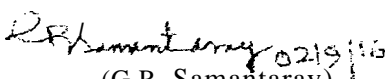
- 40.10 Any other Item

The Board discussed about the not so satisfactory ranking of the institute and need to improve the same. What steps are required should be discussed internally. Meanwhile we could also learn and adopt best practices being followed by other Institutes. Government representative offered to share some which they are aware of. Efforts to be made to collect them through contacts. At a later stage a representative could also be sent to such institute for obtaining further details. The Director should keep the Board informed of the progress.

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


(V.K. Arora)
Director in charge
NIT Kurukshetra


(Jagdish Khosla)
Hon'ble Chairperson,
Board of Governors,
NIT, Kurukshetra


(G.R. Samantaray)
Registrar (I/C) & Secretary
Board of Governors
NIT Kurukshetra

Item 41.4 To note the action taken report on the minutes of 40th meeting of the Board of Governors held on 19.08.2016.

The action taken report on the minutes of 40th meeting of the Board of Governors held on 19.08.2016 is given below:

| Item No. | Subject | Action Taken |
|----------|--|---|
| 40.1 | <p>To note the assumption of charge of Director (Incharge) by Dr. V.K. Arora, Professor, Civil Engineering Department as per directions of the MHRD.</p> <p>The Board noted the assumption of charge by Prof. V.K. Arora, Professor, Civil Engineering Department as Director (Incharge) of the Institute as per directions of the MHRD.</p> | No further action is required. |
| 40.2 | <p>To note the nomination of faculty members as Senate nominee on the Board of Governors of NIT, Kurukshetra.</p> <p>The Board noted the nomination of Prof. Akhilesh Swarup, Professor, Department of Electrical Engineering and Ms. Sunita Chauhan, Associate Professor, Department of Electrical Engineering, National Institute of Technology, Kurukshetra as the Senate Nominee members on the Board of Governors.</p> <p>Thereafter, they joined the meeting and the Chairperson, BoG welcomed them.</p> <p>The Board desired that the Senate nominee members may consult and give feedback from the Senate regarding its expectations from the Board.</p> | Action has been taken. |
| 40.3 | <p>To confirm the minutes of the 39th meeting of the Board of Governors held on 05.04.2016.</p> <p>The Board confirmed the minutes of 39th meeting of the Board of Governors held on 05.04.2016 except item No.39.6 and 39.11 as Shri A.K. Singh, Under Secretary, NITs, Department of Higher</p> | As per the observations of the Board in respect of item No.39.6, the recommendations of the Selection Committee are |

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| | <p>Education, Ministry of Human Resource Development, New Delhi has sent comments on item No.38.9, 39.6 and 39.11.</p> <p>The Board considered the remarks of Shri A.K. Singh and decided that a clarification on the remarks of Shri A.K. Singh in respect of item NO.38.9 and 39.11 be sought from the Ministry of Human Resource Development as early as possible. The Board also decided that the decision taken by the Board in respect of item No. 39.6 be presented in a tabulated form". Except this, the Board approved the minutes.</p> | <p>enclosed as Annexure to the Agenda item No.41.2.</p> <p>As per the decision of the Board in respect of item No.39.11, a letter vide NO.Estt./6511 dated 08.09.2016 was sent to the MHRD for seeking clarification regarding extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rig.id faculty structure.</p> <p>Further, as per decision of the Board, in respect of item No.39.8, a letter vides No.Estt.fi293 dated 28.10.2016 was sent to the MHRD for seeking clarification regarding regularization of Assistant Professors recruited at AGP RS.6000/- on long contract for three years and upgradation to AGP RS.7000/- after acquiring Ph.D. Degree.</p> <p>The clarifications in this regard, from the Ministry are still awaited.</p> |
| 40.4 | <p>To consider and approve the Annual Accounts of the Institute for the financial year 2015-16.</p> <p>The Board approved the Annual Accounts for the financial year 2015-16. The Board confirmed this item for sending the Annual Accounts of the Institute for the year 2015-16 to the AG, Haryana. However, the audited statement of accounts along with the SAR should be placed before the FC and BoG for deliberations as and when</p> | <p>The approved Annual Report for the year 2015-16 has been sent to the Principal Director of Audit, (Central) Chandigarh for certification. The Statutory Audit was held from 07.09.2016 to 26.09.2016 by the Audit Party.</p> |

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| | <p>they are received from CAG.</p> <p>The Board also decided to convene another meeting with single agenda item wherein, the Deputy Registrar (Accounts) will make presentation on future financial health of the Institute as there were huge deficits recently. Also keeping in mind new fee structure, increasing cost, etc.</p> | |
| 40.5 | <p>To note revision of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs.</p> <p>The Board noted the revision of fees in the Institute as per decision of the Council of NITs and directed the Institute to report its implication in the next meeting.</p> | <p>The revised fees structure from the NIT Council for BTech. Course has been implemented and the report on financial implication is being placed as a separate agenda.</p> |
| 40.6 | <p>To consider and approve the recommendations of the Selection Committee for the appointment of Registrar, with respect to Minutes of 38th meeting (Item No.38.15), Board of Governors.</p> <p>The Board was apprised about the item 40.6 in the light of BoG minutes (item 38.15) and informed that the prescribed recruitment procedure was followed by the Institute in the Recruitment process of Registrar.</p> <p>Subsequently, the Board approved the recommendations of the Selection Committee 'None was found suitable' for the appointment of Registrar.</p> | <p>Action has been taken.</p> |
| 40.7 | <p>To consider the request of Nodal Officer, NID, Kurukshetra for providing Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus.</p> <p>The Board considered and accepted the request of Nodal Officer, NID, Kurukshetra</p> | <p>The decision of the Board has been conveyed to the</p> |

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| | for providing ,Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus initially for a period of one year. | Nodal Officer, NID, Kurukshetra through Dean (Students Welfare) of the Institute. |
| 40.8 | <p>To consider the extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rigid faculty structure.</p> <p>The Board directed the Institute to seek the clarification from the Ministry of Human Resource Development on this matter as early as possible.</p> <p>If the clarification from MHRD is not received within one month, the Institute may extend the contractual appointment of the Assistant Professors.</p> | <p>As per the decision of the Board a letter vide No. Estt.16511 dated 08.09.2016 was sent to the MHRD for seeking clarification regarding extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rigid faculty structure. Due to non receipt of clarification from the MHRD, the decision has been taken.</p> |
| 40.9 | <p>To report the approval accorded by the Hon'ble Chairperson, Board of Governors.</p> <p>The Board noted the approval accorded by the Chairperson, Board of Governors as detailed in the Agenda.</p> | Action has been taken. |
| 40.10 | <p>Any other item</p> <p>The Board discussed about the not so satisfactory ranking of the Institute and need to improve the same. What steps are required should be discussed internally. Meanwhile, we could also learn and adopt the best practices being followed by other Institutes. Government representative offered to share some which they are aware of. Efforts to be made to collect them through contacts. At a later stage a representative could also be sent to such Institute for obtaining further details. The Director should keep the Board informed of the progress.</p> | <ul style="list-style-type: none"> - Various meetings have been conducted in the Institute for the awareness of ranking process. - Appropriate measures have been initiated through various activities which would impact in the improvement of Institute ranking. |

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| | | <p>The NIRF-Coordinator is making efforts for collecting the information on best practices followed in other higher ranking Institutions.</p> |
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- Item 41.5** To **consider** and approve the minutes of the 28th meeting of •
the Senate, National Institute of Technology, Kurukshetra
held on 05.08.2016.

The minutes of the 28th meeting of the Senate of National Institute
of Technology, Kurukshetra held on 05.08.2016 under the Chairmanship of the
Director, NIT, Kurukshetra are' enclosed as Annexure 41.5.i from
pages 16 to 20.

The agenda of the 28th meeting of the Senate is enclosed as Appendix
to Item No.

The Board may consider and approve these minutes.

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA

Minutes of the 28th meeting of the Senate of National Institute of Technology, Kurukshetra held on 05.08.2016 at 5.00 p.m. in the Senate Hall of the Institute.

The following were present:

1. Prof. V.K. Arora, Director & Hon'ble Chairman, Senate

Senate Members (Department & alphabetical order)

CIVIL ENGINEERING DEPARTMENT

1. Prof. Arun Gael, Professor
2. Prof. Ashwani Jain, Professor
3. Prof. Baldev Setia, Professor
4. Prof. D.K Soni, Professor
5. Prof. K.K. Singh, Professor
6. Prof..Parveen Aggarwal, Professor
7. Prof. Pratibha Aggarwal, Professor
8. Prof. Saraswati Setia, Professor
9. Prof. S.K. Madan, Professor
10. Prof. S.K. Patidar, Professor
11. Prof. S.M. Gupta, Professor
12. Prof. S.N.Sachdeva, Professor
13. Prof. Subodh Ranjan, Professor
14. Prof. Surinder Deswal, Professor
15. Prof. V.K Sehgal, Professor

COMPUTER ENGINEERING DEPARTMENT

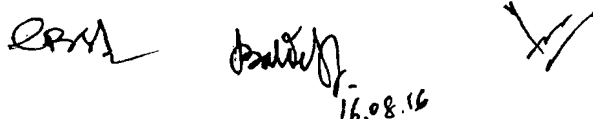
16. Prof. A. K. Singh, Professor
17. Prof. J.K Chhabra, Professor
18. Prof. Mayank Dave, Professor
19. Prof. Sanjay Kumar Jain. Professor

CHEMISTRY DEPARTMENT

20. Prof. Dinesh Kumar, Professor
21. Prof. DP Singh, Professor
22. Prof. Minati Baral, Professor

COMPUTER APPLICATION DEPARTMENT

23. Prof. Ashutosh Kumar Singh, Professor

Handwritten signatures and the date 16.08.16.

ELECTRICAL ENGINEERING DEPARTMENT

- 24. Prof. G.L Pahuja, Professor
- 25. Prof. Jagdeep Singh Lather, Professor
- 26. Prof. Jyoti Ohri, Professor
- 27. Prof. K.S. Sandhu, Professor
- 28. Prof. Lillie Dewan, Professor
- 29. Prof. L.M. Saini, Professor
- 30. Prof. Ratna Dahiya, Professor
- 31. Prof. R.S Bhatia, Professor
- 32. Prof. Sathans, Professor
- 33. Prof. Yashpal, Professor

ELECTRONICS & COMMUNICATION ENGINEERING DEPARTMENT

- 34. Prof. BrahmjitSingh, Professor
- 35. Prof. O.P. Sahu, Professor
- 36. Prof. Rajoo Pandey, Professor
- 37. Prof. R.K. Sharma, Professor
- 38. Prof. Umesh Ghanekar, Professor

HUMANITIES AND SOCIAL SCIENCE DEPARTMENT

- 39. Prof. Rajendra Kumar, Professor
- 40. Prof. Vikas Choudhary, Professor

MECHANICAL ENGINEERING DEPARTMENT



- 41. Prof. Ajai Jain, Professor
- 42. Prof. Dinesh Khanduja, Professor
- 43. Prof. Dixit Garg, Professor
- 44. Prof. Gian Shushan, Professor
- 45. Prof. Hari Singh, Professor
- 46. Prof. P.C.Tewari, Professor
- 47. Prof. S.S. Rattan, Professor
- 48. Prof. Sudhir Kumar, Professor
- 49. Prof. Surjit Angra, Professor

MATHEMATICS' DEPARTMENT

- 50. Prof. A.S.V. Ravikanth, Associate Prof. & Head

PHYSICS DEPARTMENT .

- 51. Prof. Neena Jaggi, Professor

  16.08.16



Business Administration

52. Dr. Neeraj Kaushik, Associate Professor & Head

Secretary, Senate

53. Sh. G.R. Samantaray, Registrar Incharge

The following members could not attend the meeting:

Sr. No. Name of the Senator (S)

1. Prof. Konduri Raja Rajeswari
2. Prof. Yashwant Singh
3. Prof. D.K. Nauriyal

Senate Members (Department & alphabetical order)
Civil Engineering Department

1. Prof. Anuparn Mittal
2. Prof. H.K. Sharma
3. Prof. Mahesh Pal
4. Prof. V.P. Singh

Electrical Engineering Department

5. Prof. A. Swarup
6. Prof. Ashwani Kumar

Humanities & Social Sciences Department

7. Prof. Ms. Kiran

Mechanical Engineering Department

8. Prof. Pankaj Chandna
9. Prof. V.K. Bajpai

Mathematics Department

10. Prof. Paras Ram

Physics Department

11. Prof. Ashavani Kumar
12. Prof. J.K. Quamara

 
16.08.16



At the outset, Registrar I/C and Secretary, Senate welcomed the members and requested the Chair to address the Senate.

The Chairman, Senate welcomed the Senators and informed that the 40th meeting of the BOG of the Institute is scheduled to be convened on 19.08.2016. It was informed that the Special meeting of the Senate was being convened to consider the agenda relating to nomination of the Senate on the Board.

Further, the Chair requested the Dean (Academic) to present the agenda.

Thereafter, Dean (Academic) presented the agenda.

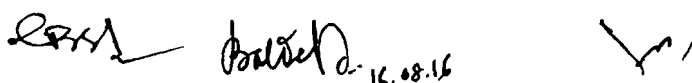
- Item 28.1 To consider the nomination of one Professor and one Associate Professor as nominee of the Senate on the Board of Governors, NIT Kurukshetra

The discussion on the agenda commenced with the narration by Prof. Surender Deswal regarding the outcome of a committee constituted in the past to prepare the seniority list of the faculty. It was also stated that since the committee had not submitted its report thus far, it was not possible for the Senate to follow the nomination by seniority. The issue was deliberated in details. Finally, it was resolved to follow the 'Tentative Seniority List' of the faculty in the Institute and also not to nominate those faculty members who had been on the Board in the past. Thus, the following two faculty members were nominated:

1. Prof. Akhilesh Swarup, Professor Electrical Engineering
2. Ms. Sunita Chauhan, Associate Professor, Electrical Engineering

Further, the committee that had been entrusted to prepare the seniority list of the Institute was reconstituted in light of one of the members, namely Prof. VK Sehgal voluntarily opting out of the committee. The newly constituted committee comprised of:


- | | |
|---|-----------|
| 1. Prof. K.S. Sandhu, Professor, Electrical Engg. Deptt. | Chairman |
| 2. Prof. S N Sachdeva Professor, Civil Engg. Deptt. | Member |
| 3. Prof. Surender Deswal Professor, Civil Engg. | Member |
| 4. Registrar | Secretary |

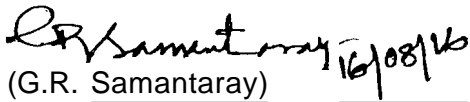
 16.08.16

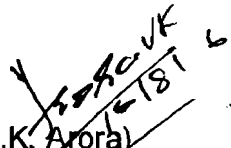
The Committee was requested to give its report in one month after the date of circulation of the minutes of this meeting.

The Senate confirmed the minutes of the agenda.

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


(Baldev Setia)
Dean (Academic)
NIT Kurukshetra


(G.R. Samantaray)
Registrar Incharge & Secretary, Senate
NIT Kurukshetra


(V.K. Arora)
Director Chairman, Senate
NIT Kurukshetra

Item 41.6 To consider and approve the minutes of 33rd meeting of the Finance Committee, National Institute of Technology, Kurukshetra held on 28.07.2016

The 33rd meeting of the Finance Committee of the Institute was held on 28.07.2016 at Committee Room (New Building), Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapeetha, Qutab Institutional Area, New Delhi. The minutes of the proceedings of the meeting were circulated to all members of the Finance Committee in pursuance with clause 10 (5) read with clause 4(13) of the 1st statutes of NIT Act 2007.

A copy of the minutes is placed as Annexure - 41.6; from pages 22 to 25.


The Board of Governors may approve the minutes of the 33rd meeting of the Finance Committee held on 28.07.2016.

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA - 136119

Minutes of 33rd Meeting of the Finance Committee, NIT, Kurukshetra held on Thursday, 28th July 2016 at 11:00 a.m at Committee Room (New Building), Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapeetha, Qutub Institutional Area, New Delhi-110016.

Present:

1. Shri Jagdish Khattar Chairperson
Hon'ble Chairperson, FC & BOG, NIT Kurukshetra
& Former Managing Director, Maruti Udyog Limited
A-IIO, Sector-5,
NOIDA- 201301 (UP)
2. Prof. V. K. Arora Member
Director In-charge
National Institute of Technology
Kurukshetra
3. Sh. A. K. Singh, Member
Under Secretary (NITs)
Representative of Joint Secretary (Tech. Education),
Department of Higher Education
Ministry of Human Resource Development
Govt. of India, Shastri Bhawan
New Delhi - 110 015
4. Shri Satpal Sharma, Member
Under Secretary (IFD)
Representative of Joint Secretary & Financial Advisor (IFD)
Department of Higher Education
Ministry of Human Resource Development
Govt. of India, Shastri Bhawan
New Delhi - 110015
5. G. R. Samantaray Member-Secretary
Registrar In-charge
National Institute of Technology
Kurukshetra

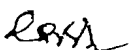


The quorum was in order. The agenda items were taken up as follows:

Item 33.1: To confirm the minutes of 32nd Meeting of the Finance Committee, National Institute of Technology, Kurukshetra held on 15.12.2015.

The Finance Committee confirmed the minutes of the 32nd Meeting of the Finance Committee held on 15.12.2015 with the following comments:

- (i) The nominees of the MHRD suggested to avoid the meetings of Finance Committee and Board of Governors during the sessions of Parliament.
- (ii) A schedule for holding meetings in a calendar year may be prepared as per the norms laid down in the NIT Act, 2007.
- (iii) It was decided earlier that there was a need to prioritize projects and give priority to those which were near completion. The B & WC had not done that exercise. A list of all **ongoing construction projects**, total expenditure so far and balance work be placed before next meeting. The committee also suggested that the members of B & WC should give more information of the project implementation, delay, reason, future plans etc.
- (iv)
- (v) **Item No.32.2:-** The Cost Benefit Analysis in comparison with the introduction of Cashless Medical Insurance Scheme may be prepared for the expenditure incurred by the Institute on providing health care facilities i.e. medicines provided by the Health Centre and reimbursement made against the prescribed medicines in respect of students, staff members, pensioners and their dependants. The salary of staff working in the Health Centre may also be included in the Cost benefit Analysis.
- (vi) **Item No.32.5:-** A detailed note on the status of Audit paras observed by the CA&G alongwith their updated replies and efforts to drop those audit paras is to be placed in the next meeting Finance Committee.







- (vii) The investment in the FDR made by the Institute during the last 04 years may be submitted in the next meeting of Finance Committee.
- (viii) The Finance Committee desired to submit the quarterly financial statement of the Institute in the BOG meeting(s).
- (ix) The Finance Committee also desired to submit all the directions given by the Government of India before the Board of Governors.

Item 33.2: To note follow up action taken on the 32nd meeting of the Finance Committee held on 15.12.2015.

The Finance Committee noted the follow up action taken by the Institute on the 32nd meeting of the Finance Committee held on 15.12.2015 and further desired to prepare a note on the follow up action taken by the Institute on the minutes of last 3 (three) meetings of the Finance Committee.

Item 33.3: To place quarterly Internal Audit Report for 3rd and 4th quarter ending 31.03.2016.

The Finance Committee considered and carefully examined the quarterly Audit Reports submitted by Internal Auditors. It was found to be too cursory. All reports were identical and could not make any anything out of it. Committee desired to submit revised report on both quarterly reports in the next meeting. It was also suggested that total transactions of all accounts along with the funds received during the concerned quarters of the financial year is to be recorded in the internal audit report..

Item 33.4 To consider and approve the Annual Accounts of the National Institute of **Technology**, Kurukshetra for the year ended 31.03.2016.

The Finance Committee considered and approved the annual accounts of the Institute. However, the Finance Committee desired to prepare the detailed agenda mentioning the basic information of Annual Accounts for the financial year 2015-16 for placing in the next BOG meeting.



- Item 33.5: To consider and approve the preliminary cost estimate for providing Kitchen Equipments in 600 seater Girls Hostel (Multi- storeyed) RCC framed structure (Ground +51 at NIT, Kurukshetra.

The Finance Committee considered & approval the proposal keeping in view the urgency and recommended for approval to Board of Governors of the Institute

- Item 33.6: To approve the Minutes of the 21st meeting of the Building & Works Committee of National Institute of Technology Kurukshetra held on 27.05.2016.

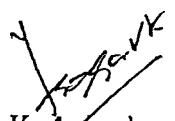
The item has been withdrawn.

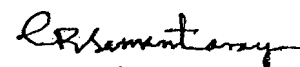
- Item 33.7: To consider and approve the financial implications due to enhancement of no. of Ph.D scholarships from 2015-16 onwards.

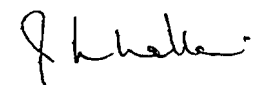
The Finance Committee considered and approved the financial implications due to enhancement of no. of Ph. D. scholarships from 2015-16 onwards in principle. However; the Finance Committee desired to submit some more details before BOG to provide funds for payment of additional scholarships.

Any Other Item

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


(V.K. Arora)
Director In-charge
NIT Kurukshetra


(G.R. Samantaray)
Registrar In-charge
& Member Secretary
NIT Kurukshetra


(Jagdish Khattar)
Ho airperson
FC & BOG, NIT-Kurukshetra

Item 41.7 To approve Annual Report and Audited Statement of Accounts & Audit Report of the Institute for the year 2015-16.

As per instructions of the Government of India, Ministry of Human Resource Development, Department of Secondary & Higher Education, New Delhi, fifty copies of Annual Report and Annual Accounts of the Institute are required to be sent to the Ministry duly approved by the Board of Governors for laying the same before the Parliament.

The Annual Report, Audited Statement of Accounts and Audit Report for the year 2015-16 of the Institute have been prepared. As per above instructions, these documents are to be approved by the Board. Therefore, the copies of Annual Reports, Audited Statement of Accounts and Audit Report for the year 2015-16 (in both English & Hindi versions) will be placed before the Board on the table.

Further, it may be mentioned that the Annual Accounts had already been approved by the Finance Committee and the BoG in their meetings held on 28.07.2016 and 19.08.2016 respectively.

The Board may consider and approve the Annual Report, Audited Statement of Accounts and Audit Report of the Institute for the year 2015-16.

- Item 41.8 To consider and approve the extension of validity for Panel of External Experts for recruitment of Academic Staff (excluding the Director and the Deputy Director) in various subjects.

The Panel of External Experts for recruitment of Academic Staff (excluding the Director and the Deputy Director) in various subjects was approved by the Board of Governors in its 32nd meeting held on 03.01.2014 for the period w.eJ. 03.01.2014 to 02.01.2016. Subsequently, the validity of this panel was extended upto 01.01.2017 by the Board in its 38th held on 15.12.2015.

Efforts are being made to fill up the vacant posts of faculty in the Institute as soon as possible for the smooth functioning of the classes. Therefore, a valid panel of external experts for the Selection Committee is required.

In view of the above, it is proposed to ~~extend~~ the validity of panel of external experts for recruitment of academic staff for a period of one year or till a new panel is approved by the Board, whichever is earlier.

The Board may consider and decide.

Item 41.9 To consider and approve the extension of validity of Panel of the Senate Nominee of the experts on the Selection Committee of Academic Staff.

The Panel of Senate nominee of the experts for the selection Committee of the Academic Staff was approved by the Senate and 30th meeting of Board of Governors for the period 29.10.2012 to 28.10.2014. Subsequently the validity of this panel was extended upto 27.10.2015. Further, the validity of this panel was again extended upto 27.10.2016 by the Board in its 38th held on 15.12.2015.

Efforts are being made to fill up the vacant posts of faculty in the Institute as soon as possible for the smooth functioning of the classes. Therefore, a valid panel of external experts for the Selection Committee is required.

In view of the above, it is proposed to extend the validity of panel of experts as Senate nominee for a period of one year or till a new panel is nominated by the Senate and approved by the Board, whichever is earlier.

The Board may consider and decide.

Item 41.10 To consider and approve the extension of validity of Panel of External Experts for recruitment of Technical, Administrative & Ministerial Staff, Senior Administrative and other comparable posts.

The Panel of External Experts for recruitment of Technical, Administrative & Ministerial Staff, Senior Administrative and other comparable posts was approved by the Board of Governors in its 32nd meeting held on 03.01.2014 for the period 03.01.2014 to 02.01.2016. Subsequently, the validity of this panel was extended upto 01.01.2017 by the Board in its 38th meeting held on 15.12.2015.

It may be mentioned here that the advertisement for some non-faculty posts are being made shortly. A valid panel of external experts for the Selection Committee is required.

In view of the above, it is proposed to extend the validity of panel of external experts for recruitment of non academic staff for a period of one year or till a new panel is approved by the Board, whichever is earlier.

The Board may consider and decide.

Item 41.11 To consider the report on the activities of the Special Group for Skill Development.

The Special Group on Skill Development (SGSD) was established by the Board in its 37th meeting held on 05.06.2015. As per the decision of the Board a brief report on the activities/achievements of the Special Group for Skill Development be reported in the alternate meetings of the Board of Governors.

Accordingly, Prof. P. J. Philip, Coordinator, SGSD has submitted the report on the activities of the Special Group for Skill Development (April, 2016 to November, 2016). A copy of the report is enclosed as Annexure - 41.11.;
from pages 31 to 36 .

Board may kindly note.

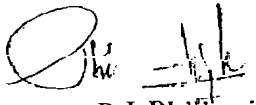
OFFICE OF THE COORDINATOR FOR SKILL DEVELOPMENT
NATIONAL INSTITUTE OF TECHNOLOGY KURUKSHETRA - 136119

No. SGSD/85

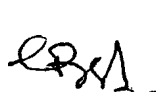
December 9, 2016

This is to bring to your kind notice that the Special Group for Skill Development (SGSD) was established by the BOG in its 37th meeting held on June 5, 2015. As given in the Terms of Reference of the SGSD, the progress of the SGSD is to be reported to the BOG in its every alternate meeting. Accordingly, the first report, covering the period July 2015 to March 2016, was submitted in the 39th meeting of the BOG held on April 4, 2016.

Please find enclosed a brief report of the activities undertaken by the SGSD during the period April 2016 to November 2016, to be considered for being included in the agenda of the 41st meeting of the BOG.


P J Philip
Coordinator, SGSD

Director/Registrar


13/12/16

SSG (Gen)

REPORT ON THE ACTIVITIES (OF THE
SPECIAL GROUP FOR SI(ILL DEVELOPMENT
(April 2016 - November 2016)



Submitted by:
Prof. P.J. Philip
Coordinator, SGSD

National Institute of Technology
Kurukshetra

REPORT ON THE ACTIVITIES OF THE SPECIAL GROUP FOR SKILL DEVELOPMENT

(April 2016 - November 2016)

The Skill Development activities in the Institute were initiated by the BOG in its 37th meeting held on June 5, 2015, by establishing a 'Special Group for Skill Development (SGSD) with the following Terms of Reference:

1. The SGSD shall function in the project mode and its Coordinator shall constitute, with the approval of the Director, a group comprising faculty members, staff and students, to effectively carryout the activities of skill development.
2. The SGSD shall focus on:
 - a) Enhancing the employability skills of the students.
 - b) Enhancing the teaching skills (Pedagogy) of the teachers.
 - c) Re-skilling of the staff to enhance their competency.
 - d) Reaching out to other institutions to undertake skill development activities.
 - e) Reaching out to the neighbourhood communities in helping the young acquire employable skills.
 - f) To accomplish the above, the SGSD shall periodically conduct/organize expert lectures, workshops, training programmes etc. with the help of Resource Persons from within the institute as well as from other academic and industrial organizations and professional agencies.
 - g) The SGSD shall take guidance from the National Skill Development Agency (NSDA) and develop programmes to contribute to the 'Skill India' campaign.
3. The structure of the SGSD as approved by the Director:
 - a. Coordinator (SGSD)
 - b. Dean (FW)
 - c. Dean (SW)
 - d. Five faculty/staff members
 - e. Fourteen student members (B.Tech 3rd year:3, B.Tech 2nd Year:2, B.Tech 1st year:2, M.Tech 1st year:3, MBA 1st year:2, MCA 1st year:2)

SGSD ACTIVITIES

1. Enhancing Employability Skills of UC & PC students

Focus on:

- Communication Skills in English
- Preparing an Effective Resume
- Group Discussion Skills
- Interview Skills
- Body Language and etiquettes
- General Awareness
- Presentation Skills

Mode of Engagement:

- Workshops
- Group Activities
- GD Sessions
- Mock Interview Sessions
- Power Point Presentation Sessions
- Quiz and discussions on CUITent Affairs

2. Enhancing teaching skills of teachers

3. Enhancing the competency of the staff by re-skilling them

4. Organizing invited lectures by experts

5. Delivering invited talks in the institute and other institutions

In-house Activities for Students with Internal & External Resources

| Enhancing Employability Skills | No of Workshops |
|--|-----------------|
| For B.Tech 3 rd year students | 09 |
| For PG Students | 06 |

In-house Activities for Young Faculty with Internal Resources

| | |
|---|----|
| Workshop on 'Enhancing Teaching Skills' for the young faculty (Assistant Professor level) of the institute. No. of participants: 73 | 01 |
|---|----|

In-house Activities for Non-Teaching Staff with Internal Resources

| | |
|---|--|
| Workshop on 'MS Office & MS Excel' for the non-teaching staff of the institute. No. of participants: 56 | |
| <u>IC 2 8X 2)</u> | |

Activities at a Glance

| Category of Participants | No of Workshops | No of Participants | Contact Hours |
|--------------------------|-----------------|--------------------|---------------|
| Under graduate Students | 9 | 234 | 26 |
| Post graduate Students | 6 | 126 | 21 |
| Faculty Members | 1 | 73 | 4 |
| StaffMembers | 2 | 56 | 12 |

In-house activities with External Experts

| | |
|--|---|
| Webinar by Pro. Manu Vora, Chairman & President, Business Excellence Inc, USA | 1 |
| Workshop on resume development, GD & Interview Skills by Partners India, New Delhi | 1 |
| Workshop on Data Analytics by experts from EXL Ltd. New Delhi | 1 |

Outreach Activities by the Coordinator

| | | | |
|----|------------|---|---|
| 1. | 03.09.2016 | - | Delivered a lecture on, 'Celebrating the Teacher' for the young regular faculty of the Institute. |
| 2. | 05.09.2016 | - | Delivered a talk to the faculty and students of the institute on Teachers' Day |
| 3. | 24.10.2016 | - | Delivered an invited lecture on 'History and achievements of the UNO' at the UN Day Celebrations |
| 4. | 25.11.2016 | - | Delivered an invited lecture on the Constitution of India on Constitution Day Celebrations |

Feedback from students

- "Improving non-technical skills of students is much needed. Never realized the importance till the third year. If possible, start in the first year."
- "Communication Skills in English is the biggest weakness for most of us. CSE in the first year was just a subject, which was passed and forgotten. Request that training be held regularly."
- "Never had a chance to be in a formal Group Discussion. Always thought will somehow manage when the time comes. Only when I participated in the workshop, I found out that much practice is required."
- "In an interview, I can handle technical question. HR questions are my problem. Please have 4/5 mock interviews."
- "Now that I have come to know the skills required to get a job, I work two hours every day for improving them."

Item 41.12 To consider the report of the External Peer Review Committee.

The Board of Governors in its 35th meeting held on 06.01.2015 had approved the following External Peer Review Committee to carry out external review of the Institute in accordance with the decision of the 8th meeting of the Council of the NITs:

- I. Two Reputed Persons from Academia
 1. Prof. Sanjay Govind Dhande
Former Director, IIT Kanpur
 2. Prof. Pritam Singh
Former Director
IIM Lucknow & MOI Gurgaon
- II. Two Experts from Industry
 1. Shri Adesh Gupta, CEO,
Liberty Group of Industries, Kamal.
 2. Shri K. Ananth Krishnan,
Vice-President and Chief Technological Officer,
Tata Consultancy Services, Chennai
- III. One Eminent Citizen
 1. Shri Raj Chengappa
Editor-in-Chief
The Tribune, Chandigarh
- IV. One **NIT** Alumni
 1. Dr. Manoj Singh, IRS,
Advisor Transport, Planning Commission
Govt. of India, New Delhi.

Subsequently, two member of the External Peer Review Committee namely Shri Shri Raj Chengappa, Former Editor-in-Chief, The Tribune, Chandigarh and Shri K. Ananth Krishnan, Vice-President and Chief Technological Officer, Tata Consultancy Services, Chennai have expressed their inability through e-mail to participate in the External Peer Review of the

Institute. The Director and Hon'ble Chairperson (Acting), Board of Governors had approved to include Shri Rajdeep Sahrawat, Head, International Business (Public Sector), Tata Consultancy Services, New Delhi - 110001 (Member as Industry Expert) in place of Shri K A Krishnan and Shri Vijay Sabharwal, Press Correspondent, Hindustan Times, Kurukshetra (Member as Eminent Citizen) in place of Shri Raj Chengappa.

The objective of the review is to understand the critical parameters of the functioning of the Institute and improve upon them on need basis, to bring better transparency to the functioning of NITs, particularly, at the higher level of planning and execution, to evaluate overall NIT system as well as individual NITs on broad parameters and to permit funding of the institutions based on their overall performance.

The Board of Governors in its 39th meeting held on 05.04.2016 had approved the re-constitution of External Peer Review Committee of the Institute.

The External Peer Review Committee conducted the review meeting of the Institute during January 21-23, 2016. A copy of the report is enclosed as Annexure - 41.12'; from pages 39 to 70 for information of the Board.

The Board may kindly consider the report of External Peer Review Committee.

ANNEXURE - 41.12..i
Date: May 31,2016

Prof. Anand Mohan
Director
National Institute of Technology
Kurukshetra, Haryana

Subject: Report of the External Peer Review Committee

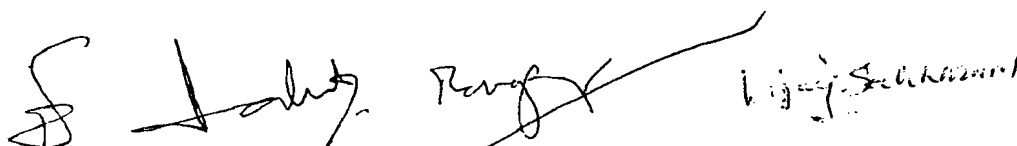
Dear Prof. Mohan

Pursuant to the 'Kakodkar Committee' recommendations for NITs, the Council of NITs had considered the issue of 'External Peer Review' of NITs and decided that there has to be an external review of each NIT. The external review shall be conducted by an External Peer Review Committee set up by the Board of Governor of the NIT and approved by the Standing Committee of the NIT Council.

The Board of Governors of NIT Kurukshetra in its 35th meeting held on 6th January 2015 vide Ref.NO.Gen-I/3937/29 dated 4th January 1 2016 had constituted an External Peer Review Committee for proposing a roadmap for future of NIT Kurukshetra as a world class institution for research and higher learning.

The Committee has looked into various issues in context of the terms of reference given to the Committee, consulted a broad range of stake holders of NIT Kurukshetra including faculty, staff, students and alumni. The Committee had also visited the NIT during January 21 - 23,2016.

The Committee is convinced that for NIT Kurukshetra so as to transform into a world class institution of research and higher learning, it has to expand its education-research-innovation-entrepreneurship eco-system. While the institute has managed the transition from REC to NIT adroitly, several challenges remain to be addressed. This will requires a holistic and comprehensive strategy which juxtaposes addressing immediate challenges with long-term sustainable solutions.



The details are given in the report enclosed herewith, The Committee would like to suggest that the recommendations in the report may be addressed as a whole instead of in a piecemeal basis

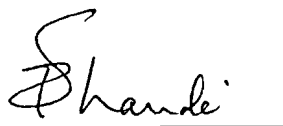
The Committee also suggests that an empowered stakeholder group be established for oversight and mentoring of the NIT as it transitions to a fully autonomous world class institution of learning and research.

We thank you for the opportunity given to us in this important task.

With warm regards,

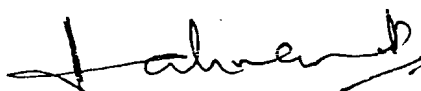
Yours sincerely,

Prof. Sanjay Govind Dhande



Prof. Pritam Singh

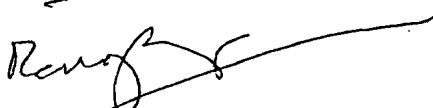
Rajdeep Sahrawat



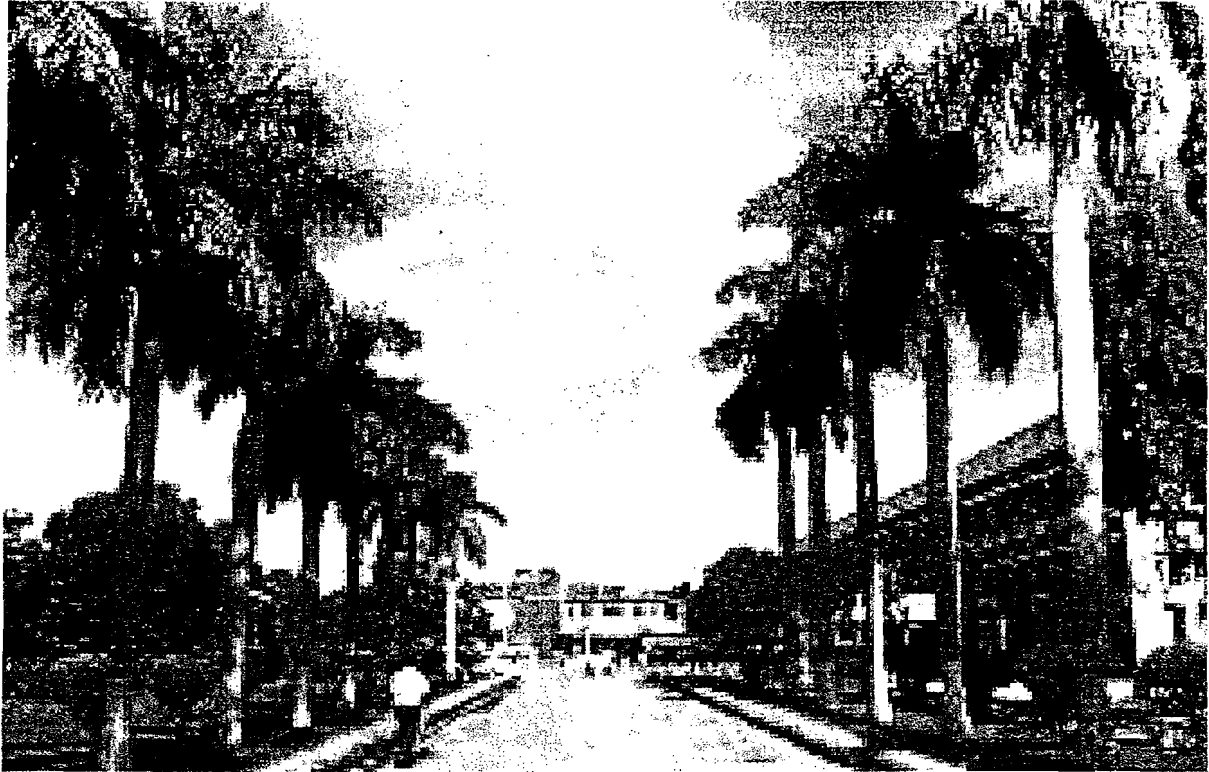
V K Sabharwal



Dr. Manoj Singh



Adesh Gupta



National Institute of Technology, Kurukshetra

External Peer Review Committee Report

May 2016

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 - e. Staff
 - f. Research, Consultancy and Industry Outreach
 - g. Alumni Outreach
 - h. Grievance Redress
4. Acknowledgements

Appendices

- a. Terms of Reference
- b. Inputs of pre-visit (Dean's presentations)
- c. Department inputs
- d. Brochures
- e. Schedule of External Peer Review Committee

1. Introduction

The Kakodkar Committee recommendations for NITs were considered in the 7th meeting of the Council of NITs held on October 18 2013 at New Delhi. The Council considered the issue of 'External Peer Review' of NIT and decided as follows:

There has to be an external review of NITs. A minor review once in 6 years is desirable. The Committees would consist of two reputed persons from academia, two experts from the industry, one eminent citizen and one NIT alumni. This committee could be set up by the BoG of NITs and approved by the Standing Committees to the Council. The term of the Committees members would be 9 years with a 3rd of its members retiring every 3rd year.

Accordingly, the Board of Governors of NIT Kurukshetra in its 35th meeting held on January 6 2015 constituted the following External Peer Review Committee:

| | |
|-----------------------------------|--|
| Two reputed persons from Academia | <ol style="list-style-type: none">1. Prof. Sanjay Govind Dhande, Former Director IIT Kanpur2. Prof. Pritam Singh, Former Director IIM Lucknow & MOI Gurgaon |
| Two Experts from Industry | <ol style="list-style-type: none">1. Shri Adesh Gupta, CEO, Liberty Group of Industries, Karnal2. Shri Rajdeep Sahrawat, Head International Business (Public Sector), TATA Consultancy Services |
| One Eminent Citizen | <ol style="list-style-type: none">1. Shri V K Sabharwal, Press Correspondent, The Hindustan Times, New Delhi |
| One NIT Alumni | <ul style="list-style-type: none">• Dr. Manoj Singh, IRS, Advisor Transport, Niti Aayog, Govt. of India, New Delhi |

The members of the External Peer Review Committee unanimously requested Prof. Dhande to become the Chairman. Prof. Dhande kindly consented to be Chairman of the External Peer Review Committee.

The External Peer Review Committee attended the pre-visit meeting on January 20 2016 in New Delhi. During the meeting, presentations were conducted the following:

1. Director
2. Dean, Academic
3. Dean, Faculty Welfare
4. Dean, Student Welfare
5. Dean, Planning & Development
6. Dean, Estate
7. Dean, Research & Consultancy
8. Coordinator, Student G & Skill Development

The External Peer Review Committee visited **NIT** Kurukshetra during January 21 - 23, 2016. During the visit to the institute, the Committee adopted the following process:

1. Visited all departments, laboratories, computer centre, library, health centre, student hostels and sport centre.
2. Conducted detailed interactions with faculty of every department.
3. Conducted Open House sessions with the following:
 - a. Faculty
 - b. Students
 - c. Staff

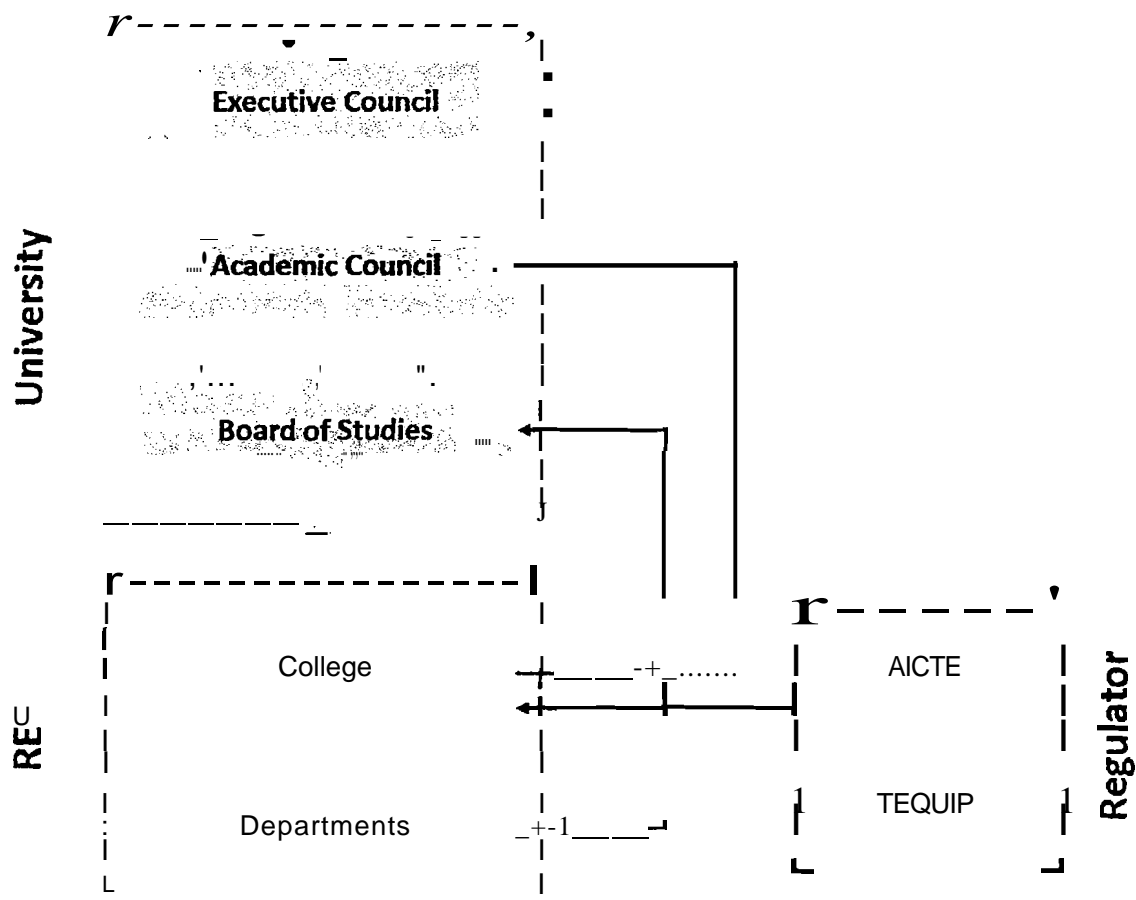
The meeting schedule of the Committee during the visit to **NIT** Kurukshetra is available in Appendix E.

2. Transition from REC to NIT

Regional Engineering College (REC) Kurukshetra was established in 1963. It was affiliated to Kurukshetra University. REC became a National Institute of Technology (NIT) in 2002 by an Act of Parliament. The NIT was granted a status of 'Institution of National Importance' in 2007.

The transition from a REC to NIT resulted in several challenges, some of which are discussed below:

Governance: During the period when the institute was an REC, it was affiliated to the Kurukshetra University. The following is a representation of the governance framework of the REC:

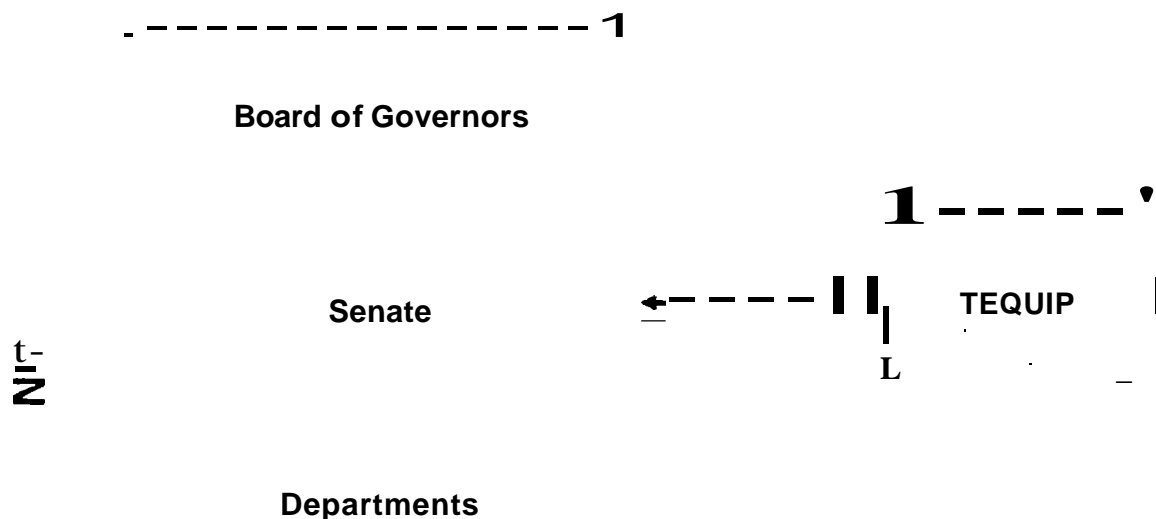


As an REC, the institute was part of the University governance framework and followed the guidelines established by the University Academic Council. The departments of the REC followed the guidelines and adhered to the decisions of the University's Board

of Studies (BoS) which is responsible for academic governance for all colleges affiliated to Kurukshetra University. Being one of several colleges affiliated to the University, the REC also had a limited presence in the BoS and Academic Council. Apart from the guidelines stipulated by the University Academic Council and Board of Studies, the REC was also governed by the regulations and operating norms of All India Council of Technical Education (AICTE) and Technical Education Quality Improvement Program (TEQIP).

Operating within such a structured and well regulated environment meant that there was little flexibility and autonomy for the institute in academic and operational decision making . .

When the REC transitioned to the NIT, the governance model of the NIT became completely autonomous. As an autonomous institute, NIT has freedom in academic and operational matters, within Ministry of Human Resource Development (MHRD) certain guidelines. The following is a representation of the autonomous governance framework of the NIT:

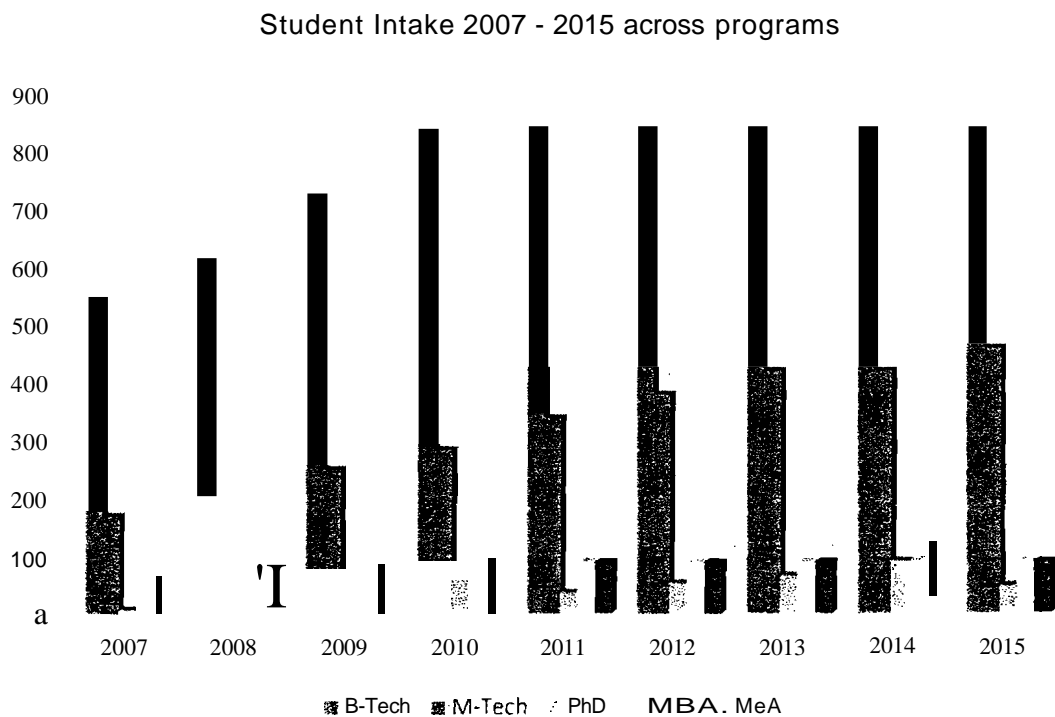


The External Peer Review Committee is of the opinion that the transition from the regulated environment of the REC to the autonomous environment of the NIT continues to be a work in progress. The NIT has not been able to create the

governance structure, processes and capabilities which will enable it to optimally leverage its mandate of autonomy. It was observed that even on issues where it has autonomy to take decisions, the NIT administration prefers to seek approvals prior to taking actions. The NIT of the future will have to inculcate an entrepreneurial culture, for instance in fund generation as it is likely that Central Government grants will plateau given the demand on Central Government funds.

A strong organizational change management effort is required to transform the culture, processes and structure of the erstwhile university affiliated REC to the autonomous NIT.

ABC Reservations: During 2008, the ABC reservations of 27 % were introduced in all national level institutes including the NITs. Unlike the IITs which staggered the implementation of the ABC reservations over a period of 3 years, the NIT implemented the ABC reservation in one go. This resulted in a sudden increase in undergraduate student intake. The following chart illustrates the increase in student intake:



There has been an annual increase from 2007-2010 in the B-Tech program beyond which the student intake has been constant. The M-Tech program has seen a steady expansion during 2007-2015. The teaching infrastructure, faculty and other infrastructure including student hostels were unable to cope with the sharp increase in

student intake. During the last few years, the NIT administration has focussed a lot of effort in creating new infrastructure including student hostels, health centre, sports facilities, shops etc. which has helped in addressing the stress caused by the increased student intake. Unfortunately, the shortfall in the teaching infrastructure, faculty and staff has not been addressed sufficiently. This has resulted in several departments having faculty strength much less than the sanctioned strength.

Court Case: During the transition of the institute from the REC to NIT, a rationalisation of the faculty levels from four (4) to three (3) was conducted. Not satisfied with the process followed for the faculty level rationalization, a small group of NIT faculty has filed a case in the Punjab & Haryana High Court. The Court has granted a stay on the faculty level rationalization and new faculty recruitment by NIT.

As a result of this injunction, NIT has been unable to recruit new faculty since 2012. The faculty shortage has been addressed by contract faculty. In some departments especially Master of Computer Applications (MCA) and Master of Business Administration (MBA), the contract faculty outnumbers the permanent faculty.

The contract faculty education profile is typically from private institutes. The low salary structure of the contract faculty is an impediment in attracting good quality faculty.

Given the serious impact of faculty shortage, both qualitatively and quantitatively, on the institute, it is imperative that NIT addresses this situation on a war footing. The External Peer Review Committee believes that NIT should attempt the following two actions:

- ✓ • Negotiate with a flexible and open mind with the faculty who have filed case and persuade them to withdraw the case as the current situation is damaging to the institute
- ✓ • Request the Punjab & Haryana High Court for interim relief which allows fresh recruitment as the current stay is resulting in an acute faculty shortage which is damaging to the quality of teaching at NIT.

Shifts in the Ecosystem: During the REC to NIT transition, the NIT's ecosystem encompassing industry, teaching and education has undergone and will further undergo major shifts. These multi-lateral shifts will have a profound impact on NIT and

the institute will have to transform itself holistically to address the challenges posed by these changes in its ecosystem.

- Shift from Manufacturing to Services: The structure of the Indian economy is showing a rapid shift from manufacturing towards services. Across industry sectors, more jobs will get created in services as compared to core manufacturing. NIT will have to address this shift by ensuring that the students graduating from NIT have a high employability quotient.
- Shift from teacher to technology: All educational institutes are facing a faculty shortage. With the fall in teaching as a desirable career choice vis-a-vis other options, the faculty shortage will continue to be a major challenge for institutes. Technology enabled pedagogy can be force-multipliers to address the faculty shortage challenges. Some of these technology enabled solutions could include computer aided teaching, digital courseware, online tutorials, digital lectures available offline to students etc. The NIT should comprehensively explore technology options to address the faculty shortage and also provide a more enriching learning experience to students who are today much more used to digital teaching in schools.
- Shift from Education to Skills: Employers are increasingly focussing on employability levels during recruitment. 'What you can do' is becoming a more critical hiring criteria than 'what you know'. Therefore it is important that the NIT students are equipped with practical skills which increase their employability quotient along with the more traditional knowledge. This shift will require NIT to have an agile curriculum and deeper relationships with the industry firms to stay abreast with the evolving employability requirements.

Successive NIT administrations since the time when the REC was declared a NIT have addressed many of the transition challenges especially regarding infrastructure. There has been a comprehensive infrastructure development including hostel for boys and girls, faculty accommodation, health centre, recreational and sport facilities. Academic programs have been expanded particularly at the Masters and Doctoral levels resulting in a sharp increase in Master and Doctoral research students. Research and consultancy has seen a qualitative and quantitative improvement with a sharp increase in publications. Establishment of the 'Special Group for Skill Development' is a pioneering initiative.

To summarize, the institute has faced a number of challenges during the REC to NIT transition. While the institute has successfully addressed some of the challenges, bold and innovative solutions **will** be required to address the remaining challenges to ensure that **NIT** Kurukshetra is ready for the future.

3. Critical Parameters of functioning of NIT Kurukshetra

NIT Kurukshetra (NIT) was established in 1963 as a Regional Engineering College (REC). The REC transitioned to the National Institute of Technology in 2002 by an Act of Parliament. NIT Kurukshetra was granted status of "Institution of National Importance" in 2007.

Since the transition from the erstwhile REC into a NIT, the institute has expanded its Under-graduate, Masters and Doctoral research programs. During 2015-16, the institute has a total strength of 4,843 students across three categories:

| | | |
|-------------------|--------|-------|
| Under-graduate | B-Tech | 3,266 |
| Post-graduate | M-Tech | 803 |
| | MBA | 86 |
| | MCA | 250 |
| Doctoral Research | PhD | 438 |

The External Peer Review Committee has identified the following as critical parameters for functioning of NIT Kurukshetra. In the sections below, the observations of the Committee regarding each critical parameter and suggestions for improvement are presented.

a) Faculty

Observations of the External Peer Review Committee

- While the desired strength of NIT Kurukshetra based on prevailing norms of faculty student ratio etc. is approximately 298, the institute currently has a total of 184 faculty with the following breakup.

| Level | Sanctioned Strength | Actual Strength | Shortfall! Surplus |
|---------------------|---------------------|-----------------|--------------------|
| Professor | 43 | 64 | 21 |
| Associate Professor | 85 | 29 | -56 |
| Assistant Professor | 170 | 91 | -79 |

- As shown in the table above, NIT is facing a big shortfall of faculty as no recruitments have taken place since 2013. With a steep rise in student intake and expansion of Master and Doctoral programs, the faculty shortage has become severe.
- Approximately 85 % of the faculty has PhD. degrees and the remaining 15 % are pursuing PhD degrees.
- The gap between sanctioned faculty strength and actual strength has reached close to 40 – 50 % in some departments.
- Some members of current NIT faculty had filed a court case in 2013 regarding the transitioning of the 4 tier faculty structure of the erstwhile REC model to a 3 tier faculty structure of the NIT. This court case h Punjab & Haryana High Court has resulted in the Court issuing a stay on faculty recruitment since 2013.
- While NIT has made efforts for faculty development, a structured and rigorous institute level faculty development program which continuously measures and improves faculty knowledge and skills does not exist.
- The shortfall in the regular faculty is compensated by contract staff. In few departments (MBA & MCA) the contract faculty outnumbers the regular faculty substantially as indicated below.

| | Sanctioned Strength | Actual Strength | Vacancy | Contract Faculty |
|---------------------------------|---------------------|-----------------|---------|------------------|
| Master of Business Applications | 14 | 3 | 11 | 9 |
| Master of Computer Applications | 19 | 3 | 16 | 11 |

The wide-spread use of contract faculty has the following symptoms:

- The qualifications of the contract faculty is sub-par. Many of the contract faculty are from local private colleges with little experience of teaching.
- The salary being currently paid to the contract faculty is low and consequently it is difficult to attract quality faculty.

- The contract faculty who have been on contract service for a long period of time are likely to demand regularization of their positions. This could cause further litigation challenges for NIT in the near future.

Suggestions for improvement by the External Peer Review Committee

- Urgent and bold steps need to be taken by NIT to address the faculty shortfall as the faculty shortfall continuance will have a serious impact on the academic and research quality of the institute.
- To address the injunction on the recruitment of faculty, the NIT should follow a two-pronged approach:
 - o Negotiate with a flexible and open mind with the faculty who have filed the case and persuade them to withdraw the case
 - o Request the Punjab & Haryana High Court for interim relief which allows fresh recruitment as the current stay is resulting in an acute faculty shortage.
- Qualitative improvement of the faculty is a must. Towards, this the NIT should implement a comprehensive faculty development program (FOP) at the institute level. The following are some recommendations for a FOP:
 - o NIT should establish formal agreements with best-in-class institutes like IITs for faculty development.
 - o The structure of the FOP can be worked out between the NIT and IIT departments and faculty.
 - o NIT faculty nominated for a FOP should work under the guidance of the senior faculty from the IIT hosting the FOP typically for a period of 6-8 weeks
 - o NIT should treat this period of FOP by the nominated faculty as a deputation and provide per diem and travel allowances as per applicable norms
- Till the NIT is able to resolve the court case through the suggested approaches, improving the contract faculty quality is important. To attract better quality candidates as contract faculty, NIT should consider raising the salary from the current levels and bring it at par to salary paid by other institutes in the region.

A rigorous qualitative criteria should be applied for the recruitment of contract faculty.

- To bridge the academia'- industry gap and enable industry experience to be continuously inculcated in teaching, NIT should establish a formal mechanism for adjunct faculty. Experienced professionals from industry should be invited to conduct classes for a certain minimum period of time and the adjunct faculty program should be residential in nature.
- To gain from the experience of senior faculty who may have retired from full time teaching but are available, NIT should consider establishing the following programs:
 - o Eminent Faculty program wherein senior faculty are invited to spend a certain minimum period at NIT. During their stay at NIT, the senior faculty can conduct classes, mentor junior faculty and guide Master and Doctoral research students. For the program to be effective, the faculty selected as Eminent Faculty must commit to a minimum period of 8-12 weeks in residence during an academic year.
 - o Scholar in Residence period wherein senior faculty are invited to **predominantly mentor** faculty and Master and Doctoral research students. The focus of this program is more towards guidance and mentoring rather than active teaching. The time commitment required for the identified faculty can also be shorter than the Eminent Faculty program.
- To inculcate a sense of competitiveness and performance incentivization among the faculty, NIT should establish an annual 'Faculty Award' program wherein well performing faculty are identified and awarded on basis of transparent criteria.

b) Infrastructure

Observations of the External Peer Review Committee

- The over three-fold increase in student intake for the undergraduate courses during a short-period and the expansion of the Master and Post Graduate programs has resulted in a tremendous stress on NIT's infrastructure.

- NIT has made substantial investments in the student, faculty and staff accommodation and other infrastructure including library, health centre, sports facilities, amphitheatre etc. Highlights of the current infrastructure are as follows:

| | |
|------------------------|--|
| Library | <ul style="list-style-type: none"> 185,000 books 110 print journals 4,500+ online journals 5 reading halls with a seating capacity of 500 Reprographic, binding and internet facilities |
| Computing & Networking | <ul style="list-style-type: none"> Data centre 3 Mbps connectivity National Knowledge Network connectivity for virtual classroom Wi-Fi connectivity |
| Health Centre | <ul style="list-style-type: none"> Pathology lab Radiology Full time staff |
| Sports Centre | <ul style="list-style-type: none"> Outdoor game facilities Indoor game facilities Gymnasium |
| Hostels | <ul style="list-style-type: none"> 10 boys hostels including a 1,000 capacity hostel 3 girls hostel including a 600 capacity hostel |
| Other facilities | <ul style="list-style-type: none"> Market SSI branch Post office |

- The Health Centre has been expanded and is spacious and well equipped including a dedicated ambulance. However there is a shortage in medical staff vis-a-vis the requirements of such a large on-campus population.
- NIT Kurukshetra has comprehensive library facilities which is well stocked with books and journals, both physical and online. The reading and studying facilities of the library are accessible 24*7 by the students.

The laboratory capacity in many departments has not been scaled up to cater to the rise in student intake. Apart from creating a crowded environment for under-graduate students working in laboratories, it also places a strain on the laboratory staff to manage back-to-back student laboratory sessions. The space constraint was particularly acute in the Chemistry and Physics departments wherein new equipment has not been able to be deployed effectively due to space constraints of the departments.

- ✓• The equipment in many of the engineering department laboratories is obsolete which is incompatible with the requirements of modern curriculum. The equipment in some laboratories is also not in working condition. The teaching laboratories are also facing space shortfall due to the rapid increase in student intake. The capacity shortfall is particularly acute in Physics and Chemistry departments.
- The research infrastructure in many departments is not adequate from both capacity and quality perspectives. Laboratories are used both for teaching and research. Some of the research laboratories have obsolete equipment.
- The work-space for research scholars is not sufficient and it was observed that research scholars are crowded together and work in cramped spaces.
- The computer centre is inadequate from the perspective of requirements of an NIT. The computer centre has no disaster recovery centre leaving the institute vulnerable to any breakdown in the main computer centre

Suggestions for improvement by the External Peer Review Committee

- The NIT should take a long-term view to plan for the teaching and research infrastructure including the laboratories. Addressing only immediate problems of today will only result in stop-gap measures and result in new challenges surfacing repeatedly.
- NIT should benchmark its teaching laboratories against leading institutes in its peer group and the IITs. Based on the findings of the benchmarking exercise, NIT should invest in a complete revamp of the teaching laboratories and bring them at par with the level of the IITs. The revamp of the laboratories should include both new equipment and adequate space as it was observed in one department where new equipment was kept in extremely cramped space.

- ✓ • It is important to note that the revamped teaching laboratories must be aligned with the new curriculum and current and future requirements of the industry. This will ensure a higher employability level of the students.
- With a sharp increase in the intake of the Masters and Doctorate students research laboratories and work-space for the research scholars needs immediate and urgent attention.
- The research laboratories need to be segregated from the teaching laboratories as the requirements of research students and under-graduate students are completely different.
- The NIT should identify its research area priorities and ensure that the research laboratories are equipped adequately to support the research in the prioritised areas.
- As with the teaching laboratories, NIT should benchmark its research laboratories with best-in-class peer institutes and IITs to identify current gaps. Based on its research area prioritization and the results of the benchmarking exercise, NIT should prepare a comprehensive long-term plan to revamp the research laboratories.
- The NIT should establish formal relationships with Kurukshetra University and neighbouring institutes to share research laboratories and facilities/equipment. This will ensure that till the time gaps in NIT's in-house facilities are addressed organically, the work of the students is not adversely impacted.
- Along with the research laboratories, the work-space for the masters and doctoral research students also needs serious attention. In few departments, there is no segregated work-space for the research students and they have to either sit in the laboratories or share work-spaces. The institute should ensure that adequately equipped work-spaces are available in each department for the research students. If new infrastructure including buildings have to be created, the institute should consider it favourably.
- The revamping of teaching and research laboratories should be accompanied with the staff being trained on the new laboratory equipment and course work. The gaps between sanctioned strength and available strength of the laboratory staff must be addressed immediately.

- NIT should ensure that all classrooms have adequate equipment for audio-visual enabled pedagogy.
- While the Health Centre is well equipped, availability of medical *staff* including doctor and nursing *staff*, needs to be evaluated keeping in view the large resident population of the NIT.
- With all engineering and science disciplines increasingly being underpinned by computer technology, there is an urgent need for upgrading the computational capacity available in NIT from the present levels. The Computer Engineering and MCA departments have plans to set up Cloud Computing Centres of Excellence which will require high capacity NCS '(Network, Computer and Storage) capacities. NIT should conduct a detailed feasibility study to implement a High Performance Computing and Networking facility in the institute.

c) Academic Quality Management

Observations of the External Peer Review Committee

- There is a comprehensive spread of under-graduate, masters and doctoral programs summarised in the table below.

| | | |
|-----------------------|----------------------|---------------------------------------|
| Under-graduate | B-Tech | 7 programs |
| Masters | M-Tech MBA MCA | 26 specializations across departments |
| Doctoral | Ph.D | All departments |

- All departments have expansion plans which include establishing new specializations for Master programs and Centres of Excellence etc. NIT has recently started a Master program in cybersecurity which is one of the first of its kind in India.
- There is no formal quality management system at either the institute or department level for measuring academic system efficacy including curriculum, pedagogy and assessment.

- While the computer engineering department has recently completed a detailed curriculum benchmarking exercise wherein the curriculum was benchmarked with IITs and international engineering institutes, other departments do not appear to have conducted similar exercises.

Suggestions for improvement by the External Peer Review Committee

- Achieving academic excellence has to be the key objective of NIT. Achieving academic excellence requires a sustained and holistic effort encompassing every facet of academia - faculty, curriculum, pedagogy, assessment and teaching and learning facilities.
- There should be an External Council level academic review of the system. The External Council can be composed of reputed faculty from India and overseas, industry experts from various sectors, scientists etc.
- Every department should benchmark itself with departments in leading peer institutes and IITs. The benchmarking should be holistic and include curriculum, pedagogy, assessment, teaching laboratories, faculty work-load etc.
- The benchmarking exercise findings should be used to identify gaps in NIT's academic ecosystem in every department. Every department should prepare a comprehensive action plan with short, medium and long term initiatives to improve its academic outcomes.
- Rather than a one-off exercise, the benchmarking of departments should be conducted once every 5 years. Regular benchmarking will ensure that departments are able to identify gaps regularly and implement corrective action.
- Each department should establish an Advisory Committee comprising of alumni, industry representatives, department faculty and external senior faculty in India and overseas. The committee will serve as a bridge between the respective departments and industry and will also be able to leverage the experience of senior faculty in India and overseas. This Advisory Committee should meet at least once every six months to ensure that there is a continuous interaction between the Committee and the department.
- NIT should establish a comprehensive Faculty Development Program (FOP). Please refer to the section 2.1 for the recommendations of FOP.

d) Post Graduate Programs

Observations of the External Peer Review Committee

- The number of Master programs has expanded significantly during the recent years with all academic departments offering more than one Master programs. Similarly the number of Doctoral research scholars has increased over the last few years.
- Four new Schools of PG & Research with a focus on emerging technologies have been started
 - o Renewable Energy & Efficiency
 - o VLSI & Embedded System Design
 - o Material Science & Nanotechnology
 - o Biomedical Engineering
- New M-Tech programs in 'Cyber Security' and 'Molecular Engineering and Advanced Chemical Analysis' have been started.
- Currently, there are 1,139 Master (including M-Tech, MCA and MBA) students and 438 Doctoral research students in the institute.
- The intake of the master programs is through the GATE exam and the student profile is extremely varied with a majority of the Master program students and Doctoral research scholars are from a non-NIT background, often from the private institutes. Very few NIT Kurukshetra under-graduate students transition into the Master and Doctoral studies. This has an impact on the quality of the programs and also impacts the placement of Master program students.
- The expansion has placed a strain on the research facilities and infrastructure including working areas for research scholars.
- Shortage of experienced faculty has an adverse impact on the quality of the Master and Doctoral programs.
- The placement record of the PG program students is poor when compared with the placement record of under-graduate students. The average salary of the Master students is also less than the average salary of the under graduate students.

Suggestions for Improvement of the External Peer Review Committee

- With the rapid expansion of the post-graduate programs and the poor conversion rate of the NIT under-graduate students to post-graduate studies, the fact remains that a significant proportion of the NIT post-graduate students will be from non-NIT backgrounds including private institutes in the region.
- NIT should review the efficacy of the rapid expansion of its Masters programs from the perspective of student employability and industry demand.
- NIT should make special efforts including remediation classes to improve the employability level of the post-graduate students.
- The Placement Office should have a cell which focusses on post-graduate placements including marketing post-graduate students to prospective employers. Currently the post-graduate student placements get subsumed within the overall placements with a result the post-graduate students getting overshadowed by the NIT undergraduate placements.

e) Staff

Observations of the External Peer Review Committee

- The following is a breakup of staff across various categories in NIT Kurukshetra.

| Category | Role | Actual Strength | Sanctioned Strength |
|---|-----------------|-----------------|---------------------|
| Administrative Officers | | 4 | 8 |
| | Registrar | 0 | 1 |
| | Dy. Registrar | 3 | 3 |
| | Asst. Registrar | 1 | 4 |
| Other Officers | | 1 | 3 |
| | Librarian | 1 | 1 |
| | Asst. Librarian | 0 | 1 |
| | Exec: Engineer | 0 | 1 |
| Medical Officer | | 3 | 4 |
| | Senior Officer | 1 | 1 |
| | Officer | 2 | 3 |
| Student Activity & Sports Officer (SAS) | | 2 | 3 |

| Category | Role | Actual Strength | Sanctioned Strength |
|--------------------|------------------------|-----------------|---------------------|
| | Sr. SAS Officer | 0 | 1 |
| | SAS Officer | 2 | 2 |
| Technical Officers | | 5 | 11 |
| | Sr. Technical Officers | 2 | 4 |
| | Technical Officers | 3 | 7 |
| Non-Teaching Staff | | 184 | 298 |
| | Technical Staff | 81 | 178 |
| | Support Staff | 103 | 120 |

- As the actual strength is well short of sanctioned strength especially in the non-teaching staff categories, the number of contract staff has risen steeply with contract staff out numbering the regular staff currently. Majority of the work is being carried out by the contract staff. There are 184 regular non-teaching staff. In addition to the regular staff, there are currently 3 contract staff and 51 administrative staff and 62 technical staff through outsourcing.
- Apart from breeding resentment among the regular staff, there are also questions regarding the financial benefits and efficiency regarding the contract staff vis-a-vis regular staff.
- There also has not been any promotions in the staff since 2009.
- There does not seem to be formal and regular skill enhancement programs for the staff. Apart from adversely impacting motivation, lack of skill development is leading to a situation where the staff may not be able to cope with the new equipment in laboratories.
- A staff union has been formed recently which may pose governance challenges for the institute administration.
- The contract staff who have been on contract service for a long period of time are likely to demand regularization of their positions. This could cause litigation challenges for NIT

Suggestions for Improvement of the External Peer Review Committee

- NIT should implement a comprehensive training program for the laboratory staff to upgrade their skills in using the new laboratory equipment and modern work practices including usage of computers.
- Similarly the administrative staff need to be trained in using computer systems and office automation packages.
- A significant proportion of the staff positions are currently contract staff. NIT should make all possible attempts to fill the sanctioned staff strength by regular staff.
- Given the possibility of contract staff who have been on contract service for a long time demanding regularization, NIT should reduce the contract staff by recruiting permanent staff.

f) Research, Consultancy and Industry Outreach

Observations of the External Peer Review Committee

- The research output of NIT Kurukshetra has increased steadily over the recent years as measured by publications in journals, patents applied, conference participation and research grants.

| | 2012-13 | 2013-14 | 2014-15 |
|--|----------|----------|----------|
| Peer reviewed publications in Journals | 134 | 236 | 344 |
| Sponsored Research | ₹ 41.39 | ₹ 33.34 | ₹ 250.86 |
| Consultancy | ₹ 339.90 | ₹ 280.97 | ₹ 251.04 |
| Patents Awarded | 1 | 0 | 1 |
| Conferences / Workshops organised | 15 | 8 | 12 |

- Despite the steady growth in research and consultancy, the number of patents, consultancy projects and sponsored research is low for an institute of the size and pedigree of NIT.
- A high proportion of research grants and consultancy assignments coming from public sector and Government departments. The current consultancy assignments are also dominated by the Civil Engineering department.

- There is an absence of inter-departmental collaboration in conducting research or undertaking projects to address real-life problems which cut across domains.
- Research activity being conducted is organic with NIT faculty not participating in cross-institute research groups in India or overseas.
- Many of the research and publication topics have limited applicability in industry.
- The high proportion of non-resident doctoral research students combined with the private institute background of doctoral research students has an adverse impact on quality of research.
- NIT Kurukshetra has been consistently able to attract good quality firms across sectors for placement particularly for under-graduate students.
- However, there is no institute level program for industry outreach except for student placements. At the department level also no structured industry outreach initiative exist. This has several drawbacks including:
 - a. Faculty not being aware of the real life challenges and problems being faced by industry sectors
 - b. Emerging trends in different sectors of industry
 - c. Lack of opportunities for industrial consultancy and sponsored research
- There is no institute level program for innovation and entrepreneurship which could encourage a start-up culture among students and faculty. The institute does not possess an incubation centre to facilitate start-ups.

Suggestions for Improvement of the External Peer Review Committee

- While the research intensity of NIT has been improving quantitatively during the last few years, it is equally important to focus on the research quality.
- There should be an increased focus on multi-disciplinary research which will require cross-departmental collaboration. Specific multi-disciplinary research projects can be identified at the institute level through a mission-mode approach.
- It is very important for NIT faculty engaged in research to participate in research groups at national and international level. This will not only improve the quality of research at NIT but also increase the research collaboration between NIT and other institutes. There are a number of national initiatives like Smart Cities,

Digital India, Smart Grids, Renewable Energy, etc. which will not only require new ways to harness current technologies but also next generation technologies.

- With funding support from Government grants likely to plateau in the foreseeable future, it is important for the NIT to strongly focus on organic resource generation. NIT faculty has to play a key role and be actively involved in resource generation through up-scaling of the following activities:
 - Sponsored research
 - Industrial consultancy
 - Professional programs
- NIT should establish formal research relationships with leading institutes like IITs under which NIT faculty can be deputed for a period typically of 6-8 weeks to the IITs to participate in research projects under the mentorship of senior faculty in the IITs. To incentivize the NIT faculty to participate in such initiatives, NIT should treat this 6-8 week period as a deputation and provide per diem allowances as per applicable norms apart from the travel costs.
- To increase industrial consultancy from current levels and reduce the reliance on Government and public sector, NIT should adopt a pro-active and multi-pronged approach to reach out to industries not only nationally but also within Haryana which has a number of industrial clusters. Leveraging alumni, participating in national technology initiatives in different domains, participation in national / international research groups etc. can help the NIT improve its perception in prospective consultancy clients.
- NIT should take immediate and urgent steps to promote innovation and entrepreneurship in the institute. This will not only stimulate the creative energies of the student and faculty community but also facilitate the invention to innovation continuum where the research outputs serve as inputs to innovation and entrepreneurship.
- NIT should leverage the Government of India's national schemes to promote innovation and entrepreneurship. One such example is the National Science and Technology Entrepreneurship Development Board (NSTEDB) scheme to promote innovation driven entrepreneurship in engineering and technology

institutes through the establishment of Technology Business Incubators (TB1) in the campuses.

g) Alumni Outreach

Observations of the External Peer Review Committee

- NIT (K) being in existence for over 50 years has a rich alumni diaspora, both in India and overseas. Apart from becoming NIT brand ambassadors globally, the alumni can also contribute in the development of NIT in several ways.
- There is no formal alumni program run by NIT resulting in the alumni ecosystem not being leveraged optimally in a holistic manner. Current alumni outreach programs are run voluntarily by alumni themselves in collaboration with some faculty members.
- There have been some recent collaboration with the alumni regarding alumni related events. While having a good impact, these programs are ad hoc in nature and hence fail to create a lasting impact

Suggestions for Improvement of the External Peer Review Committee

- A formal alumni outreach program should be established and institutionalised by NIT.
- NIT should consider establishing a satellite centre in a location which has a rich industry base, strong infrastructure and good domestic and international air and land connectivity e.g. Gurgaon. The satellite centre can further the outreach objectives of NIT through a range of activities including executive development programs, alumni outreach, conferences and seminars etc
- Some key activities where alumni have a major role in institutional strengthening are:
 - o Improve market positioning of NIT Kurukshetra as brand ambassadors
 - o Develop and sustain meaningful industry relationships. These industry relationships can be leveraged for placements, internship and consultancy assignments
 - o Provide funds through grants and endowments
 - o Serve as adjunct and guest faculty
 - o Provide inputs in curriculum from employability perspective

- o Participate in Department Review Committees to ensure alignment between industry and academia
- The alumni outreach program should be anchored by an Alumni Affairs office at NIT with a dedicated secretariat. Some key activities of the Alumni Affairs office are:
 - o Maintain comprehensive updated database of alumni from the inception of NIT and erstwhile REC.
 - o Identify alumni who are influencers and decision makers in government and industry
 - o Design a structured alumni outreach program which keeps alumni regularly updated with news about NIT
 - o Use the *alumni* database to create targeted outreach programs which are relevant to specific departments and alumni. This will avoid the problem of spamming which often manifests in mass contact initiatives.
 - o Implement an alumni portal to enable aggregation of alumni information and relevant content
- Faculty should be identified to ensure that the alumni outreach program is executed successfully.
- The alumni outreach program governance should encourage vigorous participation by alumni as without alumni participation the program will fail.

h) Grievance Redress

Observations of the External Peer Review Committee

- There is no formal mechanism available for the NIT community - students, faculty or staff - to voice their grievances and have it redressed.
- During the open-house sessions conducted by the External Peer Review Committee with students, faculty and staff it was apparent that there are a number of prevalent issues which could have been addressed and resolved in a timely manner if a robust grievance redress mechanism was available in the institute.
- Unresolved issues however trivial tend to create resentment and gain a momentum leading to an unhealthy atmosphere.

- Unlike faculty and staff who have various channels for communicating with the administration, the student community do not have any communication channels either for conveying feedback, suggestions and raising issues with the faculty and administration. Absence of such communication channels, results in rumours and disenchantment.

Suggestions for Improvement of the External Peer Review Committee

- ✓• NIT should establish a formal Grievance Redress (GR) mechanism which is transparent and fair.
- ✓• The NIT GR mechanism could be a federated model with an institute level GR committee comprising of representatives from all NIT communities followed by department level GR committees.
- Robust processes GR should be defined including SLAs for responding and automatic escalations if no action takes place at any level of the work-flow
- NIT should consider implementing a digital work-flow for GR process management to ensure transparency and accountability
- Apart from the GR mechanism, NIT should consider implementing a student outreach program which encourages students to provide their feedback and suggestions to the faculty and administration. A digital implementation of student outreach using social media tools will be more effective than a manual paper based approach.
- NIT should also consider conducting 'Town Hall' sessions with the student community which will encourage free discussions between students, faculty and administration.

Acknowledgements

The External Peer Review Committee would like to place on record its thanks to the Board of Governors of NIT Kurukshetra for the opportunity to carry out this important task.

The Committee wishes to acknowledge the generous help it has received from a large number of people at NIT Kurukshetra during the preparation of this report:

- Prof. Anand Mohan, Director
- Prof. Baldev Setia, Dean (Academic)
- Prof. V K Sehgal, Dean (P&D)
- Prof. Akhilesh Swarup, Dean (Faculty Welfare)
- Prof. Ilayank Dave, Dean (Research & Consultancy)
- Prof. Sathans, Dean (Student Welfare)
- Prof. Arun Goel, Dean (Estate)
- Prof. P J Phillip, Coordinator, SGSD
- Head of Departments
- Faculty
- Staff
- Alumni
- Sport Centre staff
- Library staff
- Medical Centre Staff
- Computer Centre Staff
- Guest House staff

The Committee would also like to thank Sh Rajdeep Sahrawat for his contribution towards writing of the report

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Item 41.13 To consider requirement of additional Faculty and Non-faculty posts on the basis of students strength for the year 2015-16 and 2016-17.

The Director (Finance), Government of India, Ministry of Human Resource Development, Department of Higher Education, New Delhi vide letter No. 23-03/08-IFD, dated 08th May, 2008 issued the following new norms with regard to creation of faculty posts: -

- (a) a faculty/student ratio of 1:10 for IITs, IIMs, IISc, USERS, NITIE with flexible cadre structure.
- (b) Faculty/student ratio of 1:10 for SPAs with inter-se faculty ratio of 1:2:4 (Professors: Readers: Lecturers) and
- (c) Faculty/Student ratio of 1:12 for NITs, ISM, IITs and other centrally funded technical institutions. with inter-se faculty ratio of 1:2:4.

However, the norms specify a Faculty/Non-Faculty ratio of 1:1.1 for all Institutions in respect of the Non-Faculty Posts.

The present sanctioned strength of the Faculty and Non-faculty posts approved by the MHRD is 298 and 328 respectively which is based on the actual students strength for the year 2010-11. It may be mentioned here that the Board of Governors of the Institute had approved the following proposal of the Institute for the requirement of additional Faculty posts and Non-faculty posts on the basis of students strength for the respective years:

| Sr. No. | Year | Total number of students in UG and PG Courses | No. of faculty positions approved by the Board as per above norms (12:1) | No. of Non-faculty positions approved by the Board as per above norms (1:1.1) |
|---------|---------|---|--|---|
| 1. | 2011-12 | 3865 | 322 | 354 |
| 2. | 2012-13 | 4128 | 344 | 378 |
| 3. | 2013-14 | 4312 | 359 | 395 |
| 4. | 2014-15 | 4663 | 389 | 428 |

As per the decision of the Board of Governors, the proposal of the Institute for the creation of additional Faculty and Non-faculty posts on the basis of students strength for the respective years were sent to the MHRD for approval. The approval from the Ministry since 2011-12 is still awaited.

Now, the requirement of faculty and non-faculty posts have been increased on the basis of actual admission made during 2015-16 and 2016-17.

In view of the above facts, the faculty and non-faculty strength for the year 2015-16 and 2016-17 may be approved as per the **following** details,' so that the minutes may be approved to sanction the additional requirement of the faculty and non-faculty posts:

| Sr. No. | Year | Total number of students in UG and PG Courses | No. of faculty required as per above norms (12:1) | No. of Non-faculty required as per above norms (1:1.1) |
|---------|---------|---|---|--|
| 1. | 2015-16 | 4848 | 404 | 445 |
| 2. | 2016-17 | 4911 | 409 | 450 |

The Board may consider and decide.

Item 41.14 To consider implementation of Dynamic Assured Career Progression (DACP) in respect of Senior Medical Officer and Medical Officers of the Institute.

Dr. Minati Raut, Senior Medical Officer, Health Centre of this Institute has requested vide her application dated 24.10.2016 that the Dynamic Assured Career Progression (DACP) Scheme may be implemented in the Institute as notified by Government of India, Ministry of Health & Family Welfare, CHS Division, New Delhi vide a.M. F.No.A.45012/2/ 2008 -CHSV dated 29.10.2008 as Annexure - 41.14.i from pages 74 to 76 . She has further requested that in accordance with the DACP scheme her financial up-gradation may be made.

The Institute Le. Regional Engineering College, Kurukshetra has been *converted* into National Institute of Technology, Kurukshetra w.e.f. 26.06.2002 vide Government of India, Ministry of Human Resource Development, New Delhi vide O.M. F.No.32-1/99-TS.II1 dated 26th June, 2002. The Institute has rationalized the Pay Scales of non-teaching and **teaching** supporting employees on the Central Govt. pattern w.e.f. 01.04.2004. Hence, the Modified Assured Career Progression Scheme (MACPS) has also been implemented for the non-teaching and teaching supporting employees of the Institute w.e.f. 01.09.2008 as per the O.M. No;35034/3/2008-Estt.(D) dated 19th May, 2009 of the Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training) Govt. of India.

The matter to implement the above said Dynamic Assured Career Progression (DACP) Scheme for Senior Medical Officer and Medical Officers of the Institute is placed before the Board of Governors for consideration.

Board may consider & decide.

To

The Director
National Institute of Technology
Kurukshetra

R. (DRCGA & L)

Subject: Request for Implementation of Dynamic Assured Career Progression (DACP)
in respect of Senior Medical Officer & Medical Officer.

Sir,

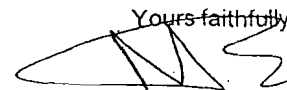
With due respect and regard, it is submitted as under:-


1. That the undersigned has joined as Senior Medical Officer in the Institute Health Centre on 26/4/13 and thus has served the Institute for 3 years 6 months on the same post in Grade Pay of Rs. 76001- in PB-3.
2. That the Government of India, Ministry of Health & Family Welfare, CHS Division, New Delhi Vide OM No. A 45012/2/2008-CHSV dated 29th October, 2008 (copy enclosed) has extended the facility of Dynamic Assured Career Progression (DACP) Scheme upto Senior Administrative Grade (SAG) level in respect of Medical and Dental Doctors, whether belonging to organized services, or holding isolated posts in the Central Government.
3. In view of above, the undersigned is eligible for GP of Rs. 87001- in PB-4 after 4 years regular service in GP of Rs. 76001-.

It is, therefore, requested that the DACP Scheme may please be implemented in the Institute in respect of Senior Medical Officer & Medical Officer on Central Government pattern. It is also requested to please make it convenient to initiate the necessary formality, if any required, such as placing the same before the BOG etc.

I shall be thankful to you,

Yours faithfully,


(MINATI RAUT) 24/10/16
Senior Medical Officer

Registrar
Include in the Agenda
for next BOG

25/10/16

24/10/16

24/10/16
CSA-1

27/10/16

Sl. No. A 45012/1/2008 CHS V
Government of India
Ministry of Health & Family Welfare
CHS Division

-116-

Nirman Bhavan, New Delhi
Dated. 29th October, 2008

OFFICE MEMORANDUM

Subject: **Extension of Dynamic Assured Career Progression (DACP) Scheme upto Senior Administrative Grade (SAG) level in respect of Medical and Dental Doctors in the Central Government.**

The matter for granting more incentives to the Medical/Dental Doctors in the Central Government has been under consideration of the Government of India for quite some time. The Government, while accepting the recommendations of 6th Pay Commission, has resolved in para 12 of the Resolution No. 1/1/20GB-IC dated 29th August, 2008 that the Dynamic ACP Scheme for Doctors will be extended upto the Senior Administrative Grade (Grade pay of Rs. 10000 in PB-4) to all Medical Doctors, whether belonging to Organized Services, or holding isolated posts. Accordingly, the President is pleased to extend the scheme of DACP upto SAG level (Grade Pay of Rs. 10,000 in Pay Band-4, Rs 37400-67000) to all Medical/Dental Doctors in the Central Government, whether belonging to Organised Service or holding Isolated Posts.

2 The number of years of regular service required for upgradation to various grades upto SAG Level under the DACP Scheme will be as under:-

A. General Duty Medical/Dental Doctors appointed directly in the Grade Pay of Rs 5400 in Pay Band-3

| Promotions under DACP Scheme | | No. of years of regular service required for promotion |
|------------------------------|----------------------------|---|
| From | To | |
| Grade Pay Rs. 5400 in PB-3 | Grade Pay Rs. 6600 in PB-3 | 4 years in Grade Pay of Rs 5400 in PB-3 including service rendered in the pre-revised scale of Rs. 8000-13500. |
| Grade Pay Rs. 6600 in PB-3 | Grade Pay Rs. 7600 in PB-3 | 5 years in Grade Pay of Rs 6600 in PB-3 including service rendered in the pre-revised scale of Rs. 10000-15200. |
| Grade Pay Rs. 7600 in PB-3 | Grade Pay Rs. 8700 in PB-4 | 4 years in Grade Pay of Rs 7600 in PB-3 including service rendered in the pre-revised scale of Rs. 12000-16500. |

M-11

| | | |
|---------------------------|-----------------------------|---|
| Grade Pay Rs. 700 in PB-4 | Grade Pay Rs. 10000 in PB-4 | 7 years in Grade Pay of Rs. 8700 in PB-4 including service rendered in the pre-revised scale of Rs. 14300-18300 or 20 years of regular service. |
|---------------------------|-----------------------------|---|

B. ~~Specialists~~ Doctors appointed directly in Grade Pay of Rs. 6600 in Pay Band-3

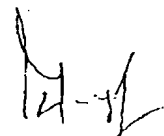
| Promotions under DACP Scheme | | No. of years of regular service required for promotion |
|---------------------------------------|-----------------------------|--|
| From | To | |
| Grade Pay Rs. 6600 in PB-3 | Grade Pay Rs. 7600 in PB-3 | 2 years in Grade Pay of Rs. 6600 in PB-3 including service rendered in the pre-revised scale of Rs. 10000-15200. |
| Grade Pay Rs. 7600 in PO.) | Grade Pay Rs. 8700 in PB-4 | 4 years in Grade Pay of Rs. 7600 in PB-3 including service rendered in the pre-revised scale of Rs. 12000-16500. |
| Grade Pay Rs. 8700 in PB-4 | Grade Pay Rs. 10000 in PB-4 | 7 years in Grade Pay of Rs. 8700 in PB-4 including service rendered in the pre-revised scale of Rs. 14300-18300. |

3. All Ministries/Departments concerned will implement the DACP Scheme as outlined above in respect of Medical/Dental Doctors under their control.

4. Detailed instructions regarding various Sub-cadres of Central Health Service and Dental Doctors under the Ministry of Health and Family Welfare will be issued by this Ministry separately.

5. These orders will take effect from the date of their Issue.

6. This issues with the concurrence of Ministry of Finance, Department of Expenditure, ie U.o. No. 4.2/21/2008-IC dated 30.9.2008



(PAWAN KUMAR)
UNDER SECRETARY TO THE GOVERNMENT OF INDIA

All Ministries/Depanment of Govt of India

Item 41.15 To consider the extension of contractual appointment by two years of Shri V S Nagendra Reddy B, Assistant Professor, Mechanical Engineering Department appointed on three years contract under the standard 3 tiers rigid faculty structure.

The Assistant Professors have been appointed on long contract basis for a period of three years in the pay scale of PB-3(Rs. 15600-39100) with AGP of Rs. 60001- vide Advertisement No. 05/2013 on the basis of Model Recruitment Rules conveyed by the MHRD vide letter No. F.33-7/2011-TS.111 dated 14.03.2013.

As per terms & conditions of the appointment of Assistant Professors appointed on contract basis, their services are to be regularized only on acquiring the Ph.D. Degree within the specified period of three years or extended period for upto additional two years, as the case may be, and after satisfactorily completion of their initial or extended probation period. These Assistant Professors appointed in the Institute through above recruitment in different disciplines who were not having Ph.D. They registered for Ph.D. and pursuing their research.

Shri V S Nagendra Reddy B, Assistant Professor, had joined in the Institute on 31.12.2013 on three years contract under the standard 3-tier rigid faculty structure. He is pursuing Ph.D Degree in Mechanical Engineering 'discipline at Indian Institute of Technology, Kanpur. His three years contract period will complete on 30.12.2016. His academic and research performance was satisfactory as reported by Head of the Department, Mechanical Engineering.

The matter is placed before the Board for consideration' and decision for extension of period upto additional two years as per the terms of contract of his service.

- Item 41.16 To consider the proposal for appointment of Temporary Faculty as per the provision of the Recruitment Rules of NITs.

The present system of appointment of Assistant Professor on contract basis for a period of one year has some administrative difficulties. In this regard the background and the proposals are presented below:.

1. The matter for appointment of Assistant Professors on contract basis for a period of one year was decided in the 25th meeting of Board of Governors held on 22.06.2011, keeping in view of the acute shortage of faculty members for smooth functioning of the teaching programmes of the Institute. A copy of the BoG Minutes is annexed herewith as Annexure - 41.16.i on page 80.

Since then, the Assistant Professors are being appointed purely on contract basis at a fixed consolidated salary of Rs.30,000/- p.m. for the various disciplines as per requirement against the vacant faculty positions in terms of the decision of the BOG taken in its 25th meeting through Walk-in-Interview.

2. The Board of Governors of the Institute at its 33rd meeting held on 04.06.2014 has decided as under:

"The Board noted the norms for implementation of 4-tier flexible faculty structure and adopted the Recruitment Rules and Guidelines as contained in the MHRD letter F.No.33-912011-TS/11 dated 15.01.2014 along with Annexures I-IIT and even number letter dated 28.01.2014".

In the Recruitment Rules notified by the MHRD, Govt. of India vide O.M. dated 15th January, 2014, there is a provision of Contractual, Ad-hoc and Temporary Faculty recruitment for the NITs.

3. At present the Institute has been observing following difficulties in the implementation of the decision with reference to 25th BoG meeting:

- (i) The designation Assistant Professor on contract for a period of one year, which is misunderstood with Assistant Professor on contract for three years (recruited in 2012 & 2013) following the slandered 3-tier rigid faculty structure.
- (ii) The salary of such Assistant Professor on contract basis for a period of one year was not revised since 2012.

4. To run the classes smoothly in the Institute and to manage the teaching activities in various disciplines, the following proposals are submitted:

- (i) To appoint Temporary Faculty against vacant faculty positions as per the provision given in the Recruitment Rules as notified by the MHRD on 15.01.2014 instead of existing provision of recruitment for the engagement Assistant Professors on contract for a period of one year with reference to the decision of 25th BoG meeting. The copy of the relevant pages of the Recruitment Rules notified by the MHRD, Govt. of India are annexed herewith as Annexure - 41.16.; from -pages 81 to 85.
- (ii) The salary of Temporary Faculty will be consolidated at the level of Assistant Professor and determined as minimum of the Pay in the Pay Band + AGP including the DA admissible, considering the qualification.

The matter is placed before the Board for consideration and decision.

recommendations of the Selection Committee after taking the approval of the Hon'ble Chairperson, BOG in anticipation of approval of the Board

- 25.28 To consider proposal for appointment of Assistant Professors on contract basis for a period of one year.

In view of the acute shortage of faculty members for smooth functioning of the teaching programs of the Institute, the contractual appointments of Assistant Professors be made for a period of one year as per rules of the Institute.

- 25.29 To consider proposal for engaging contractual staff over and above the sanctioned strength of the Non-faculty staff.

The Board approved the proposal of the Institute regarding delegation of power to the Director for employing 69 persons on contract basis under section 17(8) of the Statutes over and above sanctioned strength of non-faculty staff on the remuneration/rates prescribed by the DC, Kurukshetra from Misc. Contingencies on the pattern of decision already taken by the BOG in its 21st meeting held on 02.06.2010 and 24th meeting held on 07.02.2011.

- 25.30 To consider the suspension of Shri Dharambir Singh, Assistant on account of Police Custody in a criminal case.

The Board deferred this agenda item to be placed before the Board in its next meeting.

- 25.31 To consider the CBI report dated 20.05.2011 regarding departmental action for major penalty against Shri Sandeep Singhal, Associate Professor, Department of Mechanical Engineering, NIT, Kurukshetra and Dr. M.N. Bandyopadhyay, Ex-Director, NIT, Kurukshetra..

The Board considered the CSI Report dated 20.05.2011 and decided as under:-

- i) As Dr. M.N. Bandyopadhyay is permanent employee of NIT, Hamirpur, therefore the CBI Report alongwith all the documents be sent to the Director, NIT, Hamirpur in Confidential Cover for needful action under intimation to the CBI, Chennai and MHRD.
- ii) In the case of Sh. Sandeep Singhal, Associate Professor, Mechanical Engineering Department, the Institute may follow proper procedure/take appropriate action as per CCS Conduct Rules for awarding major penalty as per CBI Report. After

F.No.33 - 9 i 2011 - T5.111
Government of India
Ministry of Human Resource Development
Department of Higher Education
NITs Division
* * * * *

Shastri Bhawan, New Delhi,
dated, the 15th January, 2014

To

The Directors of the 30 NITs.

Subject:- Implementation of 4 - tier flexible faculty structure in the National Institutes of Technology (NITs) - regarding.

Sir / Madam,

I am directed to refer to this Ministry's letter of even number dated 23rd August, 2013 and 12th December, 2013 on the subject cited above.

2. The meeting of the Committee constituted to devise norms for implementation of the four-tier flexible cadre (faculty) structure for both the new and the existing faculty in NITs, IITs and ISM-Dhanbad was held under the Chairmanship of Additional Secretary (TE) on 16th December, 2013 (Monday) at Ministry of Human Resource Development, Shastri Bhawan, New Delhi.

3. The Committee in its aforesaid meeting resolved the following:-

- (i) That there would be no automatic migration to the salaries and AGP's of the four-tier flexible faculty structure;
- (ii) Any change of the Grade Pay under Four-Tier will be purely through open advertisements and on the recommendation of duly constituted Selection Committees;
- (iii) Those who do not fulfill the essential qualifications, relevant experience and other essential requirements as in Annexure - I [pages 3 to 4], shall continue in the present grade;
- (iv) For the criteria for the post of Professor, the requirement of minimum four year's experience at the level of Associate Professor shall mean that of Associate professor under the Four-Tier System i.e. at the AGP of ₹9,500/- . Associate Professors of three tier system with Academic Grade Pay of ₹9,000/- shall also be eligible but with seven year's experience, if they meet the relevant academic requirements for the post;

....contd./-



-: 2 :-

F.No.33 - 9/ 2011 - TS.III

- (v) Professors with ₹10,500/- AGP will only be considered for HAG Scale in accordance with Ministry's letter dated 22nd March, 2013 and the concerned Professor has to have 6 (six) years of service in AGP of ₹10,000/- or higher; and
- (vi) The academic criteria as approved by the Council of NITs [Annexure -IJ] has to be used in conjunction with the Ministry's letter F.No.33-9/2011-IS,111 dated 23rd August, 2013 [Annexure - II (pages 5 to 7)] for selection under four-tier flexible pay structure.
4. The Recruitment Rules and other gUidelines to be adopted by the Board of **Governors (BOGs)** are attached at Annexure -IU [pages 8 to 22].
5. The NITs are **advised** to strictjyadhere the aforesaid instructions for both the new **and the** existing faculty in NITs.
6. This issues with the **approval** of the competent authority in the Ministry.

Yours faithfully,



[Rajesh Singh]
Director (NITs)

Encl.: as above.

Copy to:-

1. The Chairpersons, Board of Governors of National Institutes of Technology (NITs) for information and further necessary action.
2. Guard File.



[Rajesh Singh]
Director (NITs)
Tel: 23073687

Adjunct, Honorary, Chair, Emeritus, Contractual, Visiting, Ad hoc and Temporary Faculty

In addition to its regular faculty, an institute may augment its Intellectual capital by hiring additional scholastic resource through different types of secondary faculty positions. Such faculty members contribute significantly to the department in terms of sharing teaching tasks and enhancing research output. Academic contributions and decisions (e.g. award of grades) of such faculty members shall have the same legal validity as those of regular faculty members. The primary purpose of hiring adjunct, honorary, chair, emeritus and visiting faculty is to receive the honor of hosting distinguished professionals and academicians, and not off-loading of routine teaching activity. In contrast, the primary purpose behind hiring ad hoc, temporary or contractual faculty is to provide routine teaching services, particularly when adequate number of regular faculty are not available.

The appointing authority of adjunct, honorary and chair professors shall be the senate while that for emeritus professors and contractual faculty shall be the BOG considering that in the latter case Government money needs to be spent on salary. Director may appoint ad hoc and temporary faculty, who need to be given appointment at short notice and do not constitute a long term responsibility of the institute. The following guidelines will give the administrative details of hiring additional faculty.

Adjunct Faculty

Reputed scientists, engineers, physicians, advocates, artists, civil servants, bankers and other professionals, both serving and retired (from active service), can be inducted as Adjunct faculty. They will bring reputation to the institute, add valuable expertise and practical knowledge and complement the knowledge pool of existing faculty. The following will be some broad guide lines for selection of adjunct faculty.

- (i) They must be persons of repute, comparable to at least the top one third of the regular faculty in professional expertise and reputation in their own fields and organizations.
- (ii) Adjunct faculty will supervise student projects at all levels - UG to Ph.D., carry out sponsored research and consultancy, and teach courses, all these activities either independently or in collaboration with a regular faculty. They may also be members of departmental committees, if their professional experience becomes useful. When teaching courses, they may take responsibility of a full semester-long course or only a part thereof in collaboration with a regular faculty. The degree of involvement will be worked out mutually by the adjunct faculty and the Institute.

Adjunct faculty will be appointed by the senate on recommendation of a committee headed by the director. Duration of appointment shall be between 1 and 5 years.

- (iv) Adjunct faculty will be provided with office room, secretarial services and other facilities depending on their involvement in academic activities.
- (v) They shall receive no salary, fee nor any other compensation for their services. All direct expenses such as travel, accommodation, preparation of lecture material etc shall be reimbursed at actuals.

- (vi) Adjunct faculty may receive financial support at the discretion of the director to attend conferences in India or abroad for presenting their work done in the institute, if in the opinion of the director, he has contributed significantly to the institute's academic programme.

Honorary Faculty

Institutes may honour distinguished academicians including its own retired faculty members by conferring on them the status of "Honorary Faculty". This status will be same as adjunct faculty except that-

- (i) Honorary faculty will be drawn from distinguished persons retired from active service, including the Institute's own retired faculty, who commit to be engaged in substantial scholastic activity using facilities of the Institute and contribute academic services to the institute without compensation.
- (ii) Duration of appointment shall be "for 5 years" or "for life",
- (iii) Directors of Institutes appointed by the visitor in accordance with the provisions of NIT Act and statutes will automatically be "Honorary faculty for life" on completion of their tenure of service, irrespective of their level of engagement in institute activity in future,

Chair Professors

The Board may create a position of chair professor in a given department with or without a fixed stipend, "ization from money donated by an external agency or person. If sufficient funds are available, pay full salary and other benefits from the interest money, a new faculty post with terms identical to regular posts may be created." On the other hand, if limited funds are available, an existing regular faculty position or a secondary position under adjunct, honorary, visiting or contractual categories may be declared as an external chair where the donation received from the external agency will provide such benefits as top-up salary, travel grant or any other benefit to the incumbent.

Professor Emeritus

Faculty superannuating from service in NITs and comparable institutions may be inducted by the Board as Professor Emeritus for a maximum period of 3 years. This provision is limited to faculty with suitable externally sponsored projects or comparable activities, in addition to shouldering normal teaching responsibilities. Such appointment shall be made against sanctioned faculty posts only.

Faculty on Contract

When regular faculty positions cannot be filled, the Board at its discretion, may fill up sanctioned faculty positions "on contract", where the terms of separation will be far easier than those of regular faculty. Other facilities and mode of selection, to the extent possible, of contractual faculty will include Assistant Professors without Ph.D. degree under the 3 tier system or Assistant Professors during the first 3 years after Ph.D. under the 4 tier system, faculty considered in absentia, and distinguished professors and engineers/scientists who have retired from other organisations.

Visiting Faculty

Academic personnel from universities, institutes, R&D labs; industry or Government in India or abroad, including those on sabbatical leave from other institutions or retired, may be inducted into the institutions for brief periods (Maximum 2 years), with or

without remuneration. Such faculty members are expected to work full time taking academic responsibilities at par with regular faculty members. They may be appointed by Director on recommendation of the Head of the department, and a counterpart faculty member in the department who will serve as a host. Visiting faculty may be provided With mutually agreed honorarium and facilities (e.g. residential accommodation) on discretion of Director.

Ad. hoc appointments

To meet urgent need of faculty or to retain a brilliant candidate, the Director is empowered to make ad hoc appointment against sanctioned posts at all levels. Such appointment can be done for a maximum duration of 12 months, and shall not be extended even with breaks. A reasonable pay band, pay and AGP may be worked out, and increment may also be given as per rules. This pay shall not be binding on the selection committee, which may make its own decision, the formal appointment. if at all, shall carry its own pay unrelated to the ad hoc pay. Facilities such as residential accommodation, travel etc, normally available to faculty members, may be extended at discretion of Director. The director will make his decision basing on the recommendation of a small committee of senior faculty colleagues which will include at least one internal Board member, and one external subject expert. A Ph.D. degree with asuperior academic career is a minimum requirement for ad hoc appointment at Assistant Professor level. Commensurate work experience in institutions of repute is necessary for higher posts.

Temporary Faculty

The director may recruit "Temporary faculty" against sanctioned posts to tide over serious shortage of faculty to handle UG & PG teaching load. This will be possible only in departments where the number of faculty in position, not counting teachers on long leave, is below $0.75 \times$ normal strength. The candidates need to have at least a Master's degree in Engineering or a doctorate in science/humanities with first class [60% marks or (GPA 6.5/10)] at both bachelor's and master's level. Selection can be made on recommendation of a committee of faculty members that must include at least one internal member of another department. Presence of an external subject expert is not essential.

Duration of appointment shall be one semester to start, and may be extended on semester to semester basis on recommendation of the HOD. Maximum duration of appointment in the entire career of a person shall be limited to 5 semesters. A consolidated remuneration, proportional to the assigned duties may be worked out on mutual agreement. The temporary faculty may be permitted to work full time or part time depending on the remuneration paid to him. In addition to the consolidated remuneration, director may, at his discretion, extend residential accommodation, telephone, travel and other facilities.

X-X-X-X-X-X-X

Item 41.17 To note revision of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs.

The MHRD vide F.No. 33-4j2014-TS.III dated 24.06.2016 revised the fees structure in the National Institutes of Technology (NITs) as per the decision of the Council of NITs in its 9th meeting held on 01st October, 2015. A copy of the MHRD letter is attached herewith as Annexure 41.17.i from pages 88 to 89.

The revision of the fees was placed in the 40th meeting of the Board of Governors held on 19.08.2016 vide item no. 40.5 and resolved as under:

"The Board noted the revision of fees in the Institute as per decision of the Council of NITs and directed the Institute to report its implication in the next meeting."

A copy of the agenda item and its minutes are attached herewith as Annexure - 41.17.# from pages 90 to 92.

In compliance of the decision taken in the 40th meeting of the Board of Governors regarding reporting of the financial implications comes out after implementation of new fee structure in the Institute. The Institute has a total intake of 832 nos. of seats in the B.Tech course which are filled through centralized admission process in NITs under Joint Seat Allocation Authority (JoSAA). During the academic year 2016-17, a total no. of 765 candidates got admitted in the Institute under various categories. The fee collection and its financial implications are described in a tabular form as mentioned below:

| ₹ in Lacs | | | | | | |
|---|-------------------|------------------------|-------------------------------|------------------------|----------------------------|-------------------|
| Category | Students Admitted | Tuition Fee p.a. (New) | Amount Actually Collected (₹) | Tuition Fee p.a. (Old) | Amount to be collected (₹) | Surplus / Deficit |
| (A) | (B) | (C) | (D) = (B * C) | (E) | (F) = (B * E) | (G) = (D - F) |
| OPEN | 191 | 1.25 | 238.75 | 1.25 | 238.75 | 0.00 |
| OPEN (PH) | 10 | NIL | NIL | 1.25 | 12.50 | (12.50) |
| aBC | 81 | 1.25 | 101.25 | 1.25 | 101.25 | 0.00 |
| aBC (PH) | 04 | NIL | NIL | 1.25 | 5.00 | (5.00) |
| Income less than ₹ 1.00 Lakh (SC, ST, OBC, OPEN) | 341 | NIL | NIL | 1.25 | 426.25 | (426.25) |
| Income between ₹ 1.00 to ₹ 5.00 Lacs (OPEN & aBC) | 138 | 0.42 | 57.50 | 1.25 | 172.50 | (115.00) |
| Total (₹) | 765 | | 397.50 | | 956.25 | (558.75) |

In view of the above stated analytical statement of implementation of new fee structure for B.Tech course from the commencement of academic year 2016-17 against the implementation of new fees i.e. 1.25 Lakh per annum without providing the fee waiver, the Institute is in deficit in collection of tuition fees to the tune of ₹ 558.75 Lacs per annum which is fixed for coming academic years w.e.f. 2017-18 to 2019-20. This revenue deficit would be increased in every financial year on cumulative basis.

The Board may kindly note the report outcome of revision of fees in NITs.

Ministry of Human Resource Development
Government of India

Shastri Bhawan New Delhi,
dated, the 24th June. 2016

Subject:- Revision of fees in the National Institutes of Technology (NITs) as per decision of the Council of NITs.

With a view to further strengthen the National Institutes of Technology (NITs), the Council of NITs in its 9th meeting held on 1st October, 2015 deliberated on the proposal of adopting a funding mechanism for creation of Capital Assets, Research Grants and covering of recurring expenditure through enhancement of fees of students. The Council after detailed deliberation unanimously decided to enhance the tuition fee being charged by the NITs from existing ₹70,000/- to ₹1,25,000/- per student per annum from the ensuing academic year.

2. The Chairperson of the Council of NITs has approved revision of tuition fee in the NITs to ₹1,25,000/- per student per annum from the academic year 2016 - 2017, **subject** to the following for protecting the interests of the socially and economically backward students:-


- (a) The SC / ST / PH students shall get complete fee waiver.
- (b) The most economically backward students (whose family income is less than ₹1.00 lakh per annum) shall get full remission of the fee.
- (c) The other economically backward students (whose family income is between ₹1.00 lakh to ₹5.00 lakh per annum) shall get remission of 2/3rd of the fee.
- (d) The revised fee would be applicable for students taking admission starting from academic year 2016 - 2017 onwards. The students currently studying / got admitted prior to academic session 2016 - 2017 would continue to pay the existing rates

...contd./-

3. The revision of fees in accordance with provisions under Section 32 (2) (b) of National Institutes of Technology, Science Education and Research Act, 2007 and 37 (i) of the 1st Statutes which empowers the Council to determine the fees which shall be common for all NITs.

4. The NITs are requested to charge the common fee as per recommendations of the Council from the academic year 2016 - 2017.

5. This issues with the approval of the competent authority.

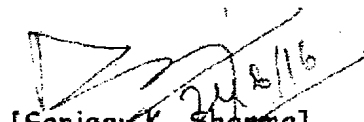

[Sanjeev K. Sharma]
Director (NITs)
Tel: 23070186

To

Directors of all the 31 NITs

Copy for information to:-

- (i) PS to Hon'ble HRM.
- (ii) PS to Hon'ble MOS (HRD).
- (iii) PSG to Secretary (HE), MHRD.
- (iv) 'PSG to AS (TE), MHRD.
- (v) PSG to JS (NITs), MHRD.
- (vi) PS to JS & FA, MHRD.
- (vii) Chairman, CSAB - 2016.
- (viii) Web Master, MHRD.
- (ix) Guard File.


[Sanjeev K. Sharma]
Director (NITs)
Tel: 23070186

Item 40.5 To note reVISION of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs.

The MHRD vide F.No.-33-4/2014-TS.III dated 24.06.2016 revised the fees in the National Institute of Technology NITs as per the decision of the Council of the NITs in its 9th meeting held on 01.10.2015. A copy of MHRD letter is attached herewith as Annexure – 40.5.i from pages 20 to 21..

As per para 2 of the letter the Chairperson of the Council of the NIT has approved the revision of tuition fee in the NITs from Rs. 70000/- to Rs.1,25000/- per student per annum from the Academic year 2016-17, subject to the following for protecting the interest of the socially and economically backward students.

- (a) The SC/ST/PH students shall get complete fee waiver
- (b) The most economically backward students (whose family income is less than Rs. 1.00 lakh per annum) shall get full remission of the fee.
- (c) The other economically backward students (whose family income is less than Rs. 1.00 lakh to Rs. 5.00 lakh per annum) shall get remission of 2/3rd of the fee.
- (d) The revised fee would be applicable for students taking admission starting from academic year 2016-2017 onwards. The students currently studying/got admitted prior to academic session 2016-2017 would continue to pay the existing rates.

The revision of fees is in accordance with provisions under Section 32(2) (b)' of National Institutes of Technology, Sciences Education and Research Act, 2007 and 37(i) of the First Statutes, which empowered the Council to determine the fees which shall be common for all NITs.

- 19 -

In para 4 of the letter the NiTs were requested to charge the common fee as per recommendations of the Council of NITs from the Academic Session 2016-17,

The ministry in its letter vide F.No, 33-4/2014-TS.III dated 02.07.2016 issued following clarifications with reference to its letter dated 24.06.2016.

- (i) The revised fee circular shall be applicable to the undergraduate (B.E./B.Tech/B.Arch. etc. (including integrated courses) only.
 - (ii) Tuition fee to be charged for MBA and five year M.Sc. Programmes may be decided by the concerned NIT because of variation in entry behavior.
 - (iii) For the purpose of remittance of fee linked with the parental/family income, the Ministry vide its letter 21.04.2010 (copy enclosed) wrote to the Chief Secretaries of states/UTs to designate authorities at the District/Sub-District/Block etc. levels for certification of income and to issue proof of income certificates to enable students to avail benefits. Therefore, after submission of income certificate, the remission of fee mentioned in para 2 of the order dated 24th June, 2016 will take effect.
2. As far as tuition fee for other programmes (other than specified in points (i) & (ii) above] are concerned, there will be no change in the existing fee structures and same will continue for ensuing academic year as well.

In view of the MHRD letters, the revised tuition fee for B.Tech programme of the Institute would be Rs. 1,25,000/- per annum. There is no change in the existing fees of MCA Regular and MTech programme.

The Board may kindly note the revision of fees in NITs.

- 40.4 To consider and approve the Annual Accounts for the financial year 2015-16.

The Board approved the Annual Accounts for the financial year 2015-16. The Board confirmed this item for sending the Annual Accounts of the Institute for the year 2015-16 to the AG, Haryana. However, the audited statement of accounts along with the SAR should be placed before the FC and BoG for deliberations as and when they are received from CAG.

The Board also decided to convene another meeting with single agenda item wherein, the Deputy Registrar (Accounts) will make presentation on future financial health of the Institute as there were huge deficits recently. Also keeping in mind new fee structure, increasing cost, etc.

To note revision of fees in the National Institute of Technology (NITs) as per decision of the Council of NITs.

The Board noted the revision of fees in the Institute as per decision of the Council of NITs and directed the Institute to report its implication in the next meeting.

- 40.6. To consider and approve the recommendations of the Selection Committee for the appointment of Registrar, with respect to Minutes of 38th meeting (Item NO.38.IS), Board of Governors.

The Board was apprised about the item 40.6 in the light of BoG minutes (item 38.15) and informed that the prescribed recruitment procedure was followed by the Institute in the Recruitment process of Registrar.

Subsequently, the Board approved the recommendations of the Selection Committee 'None was found suitable' for the appointment of Registrar:

- 40.7 To consider the request of Nodal Officer, NID, Kurukshetra for providing Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus.

The Board considered and accepted the request of Nodal Officer, NID, Kurukshetra for providing Hostel accommodation to the Girl students of NID Kurukshetra at NIT Kurukshetra Campus initially for a period of one year.

- 40.8 To consider the extension of contractual appointment by two years for the faculty members appointed on three years contract under the standard 3 tier rigid faculty structure.

The Board directed the Institute to seek the clarification from the Ministry of Human Resource Development on this matter as early as possible.

Item 41.18 To note the quarterly Financial Statement of the Institute for the quarter ended 31.12.2016.

The Finance Committee in its 33rd meeting resolved as under:

{{The Finance Committee desired to submit the quarterly financial statement of the Institute in the BOG meetings(s)}. "

In compliance of the decision taken by the Finance Committee, the financial statement for the previous three quarters ended on 31.12.2016 is as under:

Quarter ended (01.04.2016 to 31.12.2016)

| Particulars | Grant Requested | | Grant Received | | Grant Utilized | | Received to Utilization of Grant (%) | |
|--------------------------|-----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|----------------|
| | General | Salaries | General | Salaries | General | Salaries | General | Salaries |
| Non- Plan Grant | | | | | | | | |
| 1 st Quarter | 0.00 | 5000.00 | 330.00 | 1370.00 | 281.65 | 1170.78 | 85.35 | 85.46 |
| 2 nd Quarter | 545.72 | 1934.74 | 340.00 | 1360.00 | 358.57 | 1222.43 | 105.46 | 89.88 |
| 3 rd Quarter | 562.62 | 2678.26 | 600.00 | 1500.00 | 421.06 | 1287.16 | 70.18 | 85.81 |
| Total (₹ in Lacs) | 1108.34 | 9613.00 | 1270.00 | 4230.00 | 1061.28 | 3680.37 | 83.57 | 87.01 |
| Particulars | Grant Requested | | Grant Received | | Grant Utilized | | Received to Utilization of Grant (%) | |
| | General | Capital Assets | General | Capital Assets | General | Capital Assets | General | Capital Assets |
| Plan Grant | | | | | | | | |
| 1 st Quarter | 400.00 | 3350.00 | 400.00 | 1600.00 | 278.00 | 247.81 | 69.50 | 15.49 |
| 2 nd Quarter | 424.72 | 3202.37 | 200.00 | 300.00 | 123.76 | 1414.73 | 61.88 | 471.58 |
| 3 rd Quarter | 430.60 | 3358.12 | 118.00 | 1782.00 | 335.42 | 1240.16 | 284.25 | 69.59 |
| Total (₹ in Lacs) | 1255.32 | 9910.49 | 718.00 | 3682.00 | 737.18 | 2902.70 | 102.67 | 78.83 |

Major Heads of Budget to Actual Expenditure

- Non- Plan Grant
 - General
 1. Wages for Outsourcing Services
 2. Electricity Charges
 3. Hospital Medical & Other Charges
 - Salaries
 1. Pay and Allowances to Regular Staff (Faculty & Non- Faculty)
 2. Pension
 3. Salary & Wages to Contractual Staff

- **Plan Grant**
 - General
 1. Scholarships (Post Graduate and Doctoral)
 2. Contingencies
 3. E- Resource & Journals
 - Creation of Fixed Assets
 1. Building & Ongoing Construction Works
 2. Computer & Peripherals
 3. Lab Equipment including Plant & Machinery

Sources of Funds

- Grant-in-Aid from Ministry of Human Resource Development
- Receipts from Students (Tuition Fee, Seat Rent ,etc.)
- Research & Consultancy
- Income from Interest
- Other Income
 - License Fee from Residential Building
 - Rent from Non- Residential Building / Market Complex
 - Tender Fee
 - Sale of Application Forms

On the basis of above classified Major Heads of Income & Expenditure, the statement of Inflow and Outflow of funds as on 31.12.2016 for the financial year 2016-17 is defined below (Only for MHRD Grant-in-Aid)

| Particulars | Non- Plan Grant | | Plan Grant | |
|--|-----------------|----------------|----------------|----------------|
| | General | Salaries | General | Capital Assets |
| Opening Balance as on 01.04.2016 | -14.89 | -3319.81 | -437.13 | -1483.40 |
| Add: Grant-in-Aid | 1270.00 | 4230.00 | 718.00 | 3682.00 |
| Add: Internal Revenue Generation | 0.00 | 2421.61 | 0.00 | 0.00 |
| Total Funds (₹) | 1255.11 | 3331.80 | 280.87 | 2198.60 |
| Expenditure as on 31.12.2016 | 1061.28 | 3680.37 | 737.18 | 2902.70 |
| Funds Position as on 01.01.2017 | 193.83 | -348.57 | -456.31 | -704.10 |

₹in Lacs

The Board may kindly note the financial statement of the Institute for the quarter ended 31.12.2016.

Item 41.19 To consider the case of pay anomalies of the faculties arising out of the implementation of 6th Central Pay Commission.

The MHRD vide letter No. 23-1/2008-TS.11 dated 18.08.2009 have revised the pay scales of teaching and other staff in Centrally Funded Technical Institutions of the Central Government employees as per recommendations of 6th Central Pay commission, as notified by the Ministry of HRD vide letter No.1-32-2006-U.II/U.I(i) dated 31st December, 2008. As per clause 7 of this letter three non-compounded increments were to be awarded to the faculty members who completed Ph.D after 01.01.2006 i.e., the effective date of implementation of 6th pay scales. The said Increments were for faculty of UGC institutions and not for CFTIs. The related clarification was issued by the MHRD vide letter No. F.No-33-71/2011-TS-111 dated 18th March 2013. In this letter it has been mentioned that the said benefit will neither be rolled back nor recovered quoting the judgment of Hon'ble bench of Rajasthan High Court, Jaipur. A copy of the letter is enclosed as Annexure - 41.19; from pages 9a to 99.

The NIT Kurukshetra also awarded above mentioned Ph.D increments to its faculty members who completed their Ph.D after 01.01.2006. The MHRD vide letter No.F.23-2/2009-TS.II dated 09.03.2010 issued clarifications regarding non-compounded advance increments at I (b). As per the MHRD letter F.No-33-71/2011-TS-111 dated 18th March 2013 these increments were not for CFTIs including NITs. Also while awarding the said increments following inadvertent administrative error occurred:

The non-compoundable increments effectively became compoundable because these increments were wrongly merged in the basic pay of the beneficiary faculty members'.

The said benefit given by the Institute led to the pay anomaly of the senior faculty members who completed their Ph.D before 01.01.2006. The basic pay and total emoluments of about 42 senior faculty members became less vis-à-vis beneficiary junior faculty members.

This difference in the basic pay and the total emoluments of the senior faculty members have been exponentially increasing with time as the said became compoundable by default.

The aggrieved senior faculty members represented their concern to the Institute Director time and again since September 2009 but no written response was given to the senior faculty members. Although, the Institute formed an internal Committee on 22.07.2014 to resolve the issue. The Committee submitted its report to the Institute Director in Dec. 2014. No further action could be taken on the recommendation of the Committee.

Dr. Subodh Ranjan Vajesnayee and other faculty members of the Institute filed a Civil Writ Petition NO.818 of 2016 in the Hon'ble Punjab and Haryana High Court, Chandigarh. In compliance of orders dated 15.01.2016 passed by Hon'ble High Court of Punjab and Haryana, Chandigarh, the matter was placed before the Board of Governors in its 39th meeting held on 05.04.2016 vide agenda item No.39.19 and the Board decided as under:

"In compliance of the orders dated 15.01.2016 of Hon'ble Punjab & Haryana High Court in CWP No. 818 of 2016, the Board deliberated on the matter in detail and decided that as per the direction of Hon'ble Punjab and Haryana High. Court a 'Speaking Order' be issued as per the provision in the CCS (RP) Rules, 2008. (3. Stepping up of pay to remove anomalies).

The Board noted that as per CCS Rules (RP) 2008 (vi) "When a junior gets more pay due to additional increments earned on acquiring higher qualifications", it does not constitute pay anomaly.

The Board confirmed this minute and authorized the Institute to implement the above decision. "

As per the decision of the Board, a 'Speaking Order' was issued vide No.Estt-I/4309 dated 27.04.2016.

Further, the said faculty members filed a CWP NO.19137 of 2016 in the Hon'ble. High Court of Punjab and Haryana, Chandigarh and the matter is still under consideration with Hon'ble High Court.

To minimize the Court Cases and to look into the pending issues of faculty & non faculty staff members of the *NIT*, Kurukshetra, a High Level Committee of the following experts has been constituted vide letter No. Gen-1/3962/7635 dated 23.11.2016:

- | | |
|--|----------|
| 1. Shri. S C. Narang | Chairman |
| Former Chief Controller Resources and Management | |
| DRDO Head Quarters & Former Chairman, | |
| Centre for Personnel Talent Management, | |
| DRDO, New Delhi | |
| 2. Shri Suresh Chand | Member |
| Former Chief Administrative Officer | |
| TBRL, DRDO, Chandigarh | |

The High Level Committee after going through the relevant documents related to the pay anomalies of faculty members, submitted its report to the Director with the following recommendations:

- (i) The increments so granted to the junior faculty members for acquiring the degree of Ph.D, should be shown as a separate element rather than merging it with basic pay.
- (ii) Keeping in view the principle of 'natural justice', the seniors so affected by the said implementation may be considered for granting the emoluments equal to their juniors w. e. f. the date the juniors starts drawing the higher emoluments than their seniors as 'personal pay' as has been done in NIT Allahabad.

In view of the position as explained in preceding paras, the matter is placed before the Board for consideration.

The Board may consider and decide.

F. No.33-71/2011-TS-111
Government of India
Ministry of Human Resource Development
Department of Higher Education

ANNEXURE – 41.19.i

Shastri Bhawan, New Delhi
Dated, the 18th March 2013.

To
The Directors
All NITs.

Subject: Removal of anomalies arising out of the implementation of Sarangi Committee recommendations - regarding.

This Ministry had received several representations from the faculty/Teacher's Welfare Associations and others consequent upon the implementation of various recommendations of Sarangi Committee on pay anomalies and Career Advancement Scheme. These representations along with the recommendations of Sarangi Committee on various issues relating to guidelines on CAS, Model Recruitment Rules etc. were discussed in the meetings of Special Committee headed by Special Secretary (TE), MHRD held on 10.01.2012 and AS (TE) on 2.1.2013. After detailed deliberations following decisions have been taken:-

- i) Career Advancement Scheme (CAS) was in operation in institutions under guidelines provided by AICTE & UGC. However it was made clear that those norms and procedures are not applicable to NITs. As a special case, institutes that have not considered CAS for 3 years or longer were allowed to do so as a one-time measure.
- ii) The Ministry reiterates the decision of the NIT Council [3rd meeting, item No.3.17] to adopt Flexible 4-tier faculty cadre structure by way of resolution by the respective Board of Governors of all NITs with a compliance report to be sent by them to the Ministry by 30th April, 2013. As directed vide Ministry's order No. F. No.23-1/2008-TS.II dated 18.08.2009, the Ministry will put up the selection norms for various positions under the 4-tier flexible faculty cadre structure by 30th April, 2013.
- iii) The Council of NITs had permitted CAS only as a one-time measure. No permission shall be granted for conducting selection under CAS in any Institute w.e.f. 30.4.2013 as the institutes have to adopt implementation of 4-tier faculty cadre structure by this date after having received one time exemption for CAS.
- iv) Since Ph. D. has become the basic qualification for entering into the "regular" faculty cadre in any grade, there shall be no Ph. D. increment [for those who are already holding regular faculty positions with lower qualifications] as already decided by the Council [3rd Meeting item No. 3.18]. There shall, however, be no roll back nor recovery of payments already made. The earlier orders from the Ministry dated 09.03.2010 stands modified and is annexed.
- v) As provided in the Clause 14(i) of Statutes, the BoGs have the power to fix on the recommendation of the Selection Committee the initial pay of an incumbent at a stage higher than the minimum of the scale in respect of posts to which the appointment

can be made by the Board under the provision of the Act". The Directors who are integral to all Selection Committees, would ensure that initial salaries granted to all new recruits, and to existing faculty entering higher positions, are commensurate with the candidates' experience and performance record and that no new anomaly are created by the recommendations of additional increments made by the Selection Committees. There has to be an effort to eliminate anomalies at the BoG level after exercising the powers as per statute.


When selection committees are called upon to consider HAG scale for senior Professors, only eminent people already in HAG or comparable scale of pay, or fellows of national academics, be appointed to Selection Committees.

vii) Since selection of staff both administrative, technical and academic (except Director NITs) is done by the Selection Committee of NITs with the approval of BoG, the anomalies related to the selection under CAS or, otherwise may be dealt at their level of the Board.

2. Directors of all NITs are requested to kindly adhere to these decisions strictly so that anomalies of the employees with regard to pay, recruitment, selection of faculties, HAG scales etc. are minimized. Action taken in this regard may kindly be communicated to this Ministry at the earliest.

Thanking you,

Yours faithfully,


(Rajesh Singh)
Director (T)

Telefax No.23073687

Item 41.20 To consider the appointment of a Counsellor for the Students, the Faculty and the Staff of the Institute.

In today's highly competitive environment, the growing pressure to excel in every sphere, often leads to psychological turmoil in a person. If we consider the case of engineering students, after the triumph in one of the toughest exams in the country, when the adolescent students enter the elite engineering institutions like IITs and NITs, adjusting to the new environment and managing academic, personal and social demands, may induce high levels of stress and anxiety. In an institution of national importance like NIT Kurukshetra, which attracts students from all over the country and abroad, these stressful situations may surface all the more frequently, because a student is away from his/her protective social environment. There have been a few such cases in the Institute in the recent past. Although the teachers are generally available for mentoring and counselling, a specialized, professional approach is required to help students deal with specific psychological problems and execute appropriate follow-up procedure. A Counsellor with professional training will be much better equipped to help the students deal with a wide range of concerns, including tackling personal, emotional, family and peer related problems, as well as managing the challenges of maintaining a high level of academic performance. The appointment of a Counsellor - a qualified psychotherapist - is, therefore, considered very necessary.

Psychological issues are not limited to the students alone; the faculty, the staff and their dependants often succumb to the rigours of life and seek expert advice in overcoming them. Therefore, for them as well, the service of a professional Counsellor is most desirable. It is pertinent to mention here that there is a provision for the appointment of a Counsellor in most of the technical institutes of repute like IITs and NITs.

In view of the above, it has been felt that a person may be engaged in the Institute as counsellor having Master's Degree in Clinical Psychology with a suitable experience in the field under clause 28(2) of the Statutes for a initial period of one year on a consolidated salary as decided by the Board.

The matter is placed before the Board for consideration and decision.

Item 41.21 To consider engagement of Consultants against the sanctioned posts of Assistant Registrars on contract basis.

In the administrative set up of the Institute, the post of Assistant Registrar is the key post for the smooth running of administration. There are 04 sanctioned posts of the Assistant Registrar in the Officer Cadre. The Stores Section, General Section, Cash Section and Examination Section are to be headed by the Assistant Registrar. However, these posts are lying vacant since a long time except Stores section as this post has become vacant due to the retirement of Sh. J.L.Moudgil on 1.6.2016. Mainly, the process of procurement of equipments/goods/stationary etc. and recruitment process of teaching and non-teaching posts are affecting due to these vacancies. Although the Institute had made temporary arrangements for the smooth functioning of these sections by giving additional charge to the existing incumbents working on the posts of Deputy Registrar(s), but due to their main involvement in supervision of their own sections, these sections are being neglected and resultantly the work is hampering.

To overcome from the above problem, there is a need of full time Officers in these respective sections. For the purpose, the following is proposed for kind consideration: .

1. The Consultants may be engaged on contract basis against the sanctioned posts of Assistant Registrars for a period of one year, extendable for another one year on the satisfactory performance.
2. The experienced retired employees of Central/State/Autonomous/ex-employees may be engaged against the above said posts so that work may run smoothly and efficiently.

3. Appointing retired person will also in the interest of Institute as there will be no responsibility for regularization of services and also it will avoid the unnecessary litigations for regularization of services.
4. The appointment may be made on contractual basis as per clause 28(2) of the Statutes under the NIT Act, 2007. The clause 28(2) is reproduced below for kind perusal:

"28(2) - Subject to the provisions of the Act, the Board may appoint an eminent person on contract in the prescribed scales of pay and on terms and conditions applicable to the relevant post for a period not exceeding 3 years. "

5. As has been laid down under the above clause 28(2), the person may be engaged on the prescribed scales of pay of the post of Assistant Registrar. The pension being drawn by the person may be excluding from the total salary of the post.
6. The process for appointing regular persons on the posts will be initiated at the Institute level as early as possible.

The Board may consider and decide.

Item 41.22 To consider and approve the revised financial implications for the payment of additional scholarships on account of enhanced no. of Ph.D scholarships.

The Finance Committee in its 33rd meeting held on 28.07.2016 resolved as under:

((The Finance Committee considered and approved the financial implications due to enhancement of no. of PhD scholarships from 2015-16 onwards in principle. However, the Finance Committee desired to submit some more details before BOG to provide funds for payment of additional scholarships. "

The Institute is disbursing the Post Graduate Scholarship per month @ ₹ 12400/- and Doctoral (Ph.D) Scholarship per month @ ₹ 25000/- (JRF) & ₹ 28000/- (SRF) to the students actual admitted in M.Tech program with GATE qualifications and a limited no. of 25 Ph.D scholarships. In compliance of the decision taken by the Finance Committee in its 33rd meeting, the no. of Ph.D scholarships have been enhanced from 25 to 60 in Ph.D program with financial implications upto the financial year 2020-21.

The details of PG and Ph.D scholarships and its financial impact based on last 2 years actual expenditure incurred on disbursement of scholarships and future financial impact of the increase in no. of scholarships is mentioned below:

Table A

| ₹ in Lacs | | | | | | | | |
|-----------|-----|------|-------------------------|-----------------------------|-------------|---------|-----------------------|---------------------|
| Year | PO | Ph.D | Scholarship Amount (PO) | SCScholarship Amount (ph.D) | Contingency | Total | Grant-in-Aid Received | Surplus / (Deficit) |
| 2014-15 | 715 | 25 | 552.85 | 94.18 | 7.50 | 654.53 | 352.40 | (302.13) |
| 2015-16 | 784 | 25 | 922.66 | 77.94 | 7.50 | 1008.10 | 896.00 | (112.10) |
| 2016-17 | 830 | 60 | 1235.04 | 136.50 | 18.00 | 1389.54 | 718.00* | (671.54) |
| 2017-18 | 836 | 120 | 1243.97 | 369.00 | 36.00 | 1648.97 | - | (1648.97) |
| 2018-19 | 836 | 180 | 1243.97 | 570.60 | 54.00 | 1868.57 | - | (1868.57) |

* Grant-in-Aid received as on 31.12.2016.

Further, it is pertinent to mention here that the Institute is offering Ph.D scholarships out of the Grant-in-Aid received under Technical Education Quality Improvement Program (TEQIP-II). Currently, the total no. of 30 Ph.D scholars are getting their Ph.D scholarships out of this grant. The Co-ordinator TEQIP-II Project vide letter no. TEQIP-II/16/201 dated 28.11.2016 . has intimated that the TEQIP-II project is in its completion phase and the duration of TEQIP-II project has been extended upto March 2017. A copy of the letter is enclosed as *Annexure - 41.22.i on Page 105* and subsequently requested to make budgetary provision for the payment of Ph.D scholarships enrolled under the TEQIP-II project after completion of the project. A copy of the letter is enclosed as *Annexure - 41.22.ii on Page 106* .

The additional financial implications for the payment of scholarships to the 33 nos. of Ph.D scholars under TEQIP-II project after consideration under MHRD scholarships comes out to the tune of ₹ 102.60 Lacs per year for the year 2017-18 as per details mentioned below:

Table B

| Year | No. ofTEQIP-II Scholarships | Stipend per month | Contingency per year | Amount per year |
|----------------|-----------------------------|-------------------|----------------------|-----------------|
| 2017-18 | 10 | 0.28 | 0.30 | 36.60 |
| | 20 | 0.25 | 0.30 | 66.00 |
| 2018-19 | 30 | 0.28 | 0.30 | 109.80 |

In view of the contents mentioned in the table A and B, the funds required for the disbursement of scholarships from the MHRD under the Plan Grant (Recurring OH-31) comes out to the tune of ₹ 1751.57 Lacs and ₹ 1978.37 Lacs for the financial year 2017-18 and 2018-19 respectively.

The Board may consider and decide the financial impact for the disbursement of scholarships in the forth-coming financial years 2017-18 and 2018-19 and guide accordingly.

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA

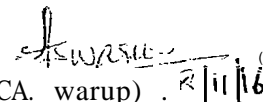
TEQIP-II

No. TEQIP-II/16/201

Date: 28.11.2016

Subject: Extension of TEQIP-II Program

The TEQIP-II Project duration has been extended upto March 2017. The scholarship of M. Tech. and Ph.D students would be continued to be claimed upto March 2017 under TEQIP-II. The other activities except procurement would also be continued.


CA. warup) . 28/11/16
Coordinator TEQIP-II

- Copy to:


1. Dean Academic
2. All HODs of Engineering Departments, Physics, Chemistry, Mathematics, School Coordinators

a) DR(Acad)

b) DR(Acads) with a request to suggest the process as to how the funding for such students can be continued.


29/11/16


20/12/16


29.11.16

NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA

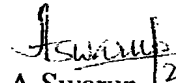
No. TEQIP-II/16/2000

Date: 28.11.2016

Subject: Budget provision for continuing activities after end of TEQIP-II project

The TEQIP-II Project duration has been extended upto March 2017. The seats for M.Tech (58) and Ph.D (16) were increased over and above the normal admission capacity in the institute under TEQIP-II and the scholarship was given to such students from the project. After completion of the TEQIP-II project the same no. of seats will become the regular/normal seats of admission from 2017-18 and the scholarship for such seats will be obtained from MHRD by including in the budget of the institute from April 2017. So that students will continue to receive the scholarship.

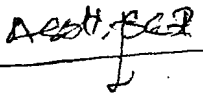
This is for kind attention and necessary action please.

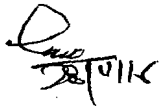

A.Swarup 28/11/16
Coordinator TEQIP-II

Director

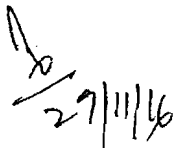
Copy to:

1. Dean Academic
- ✓ 2. DR (AcS.)





ACI & ACS


27/11/16

Item 41.23 To consider the future financial health of the Institute.

National Institute of Technology, Kurukshetra was earlier known as Regional Engineering College, and established during the year 1962. The entire Non-plan expenditure on Undergraduate Courses was borne by Central and State Government on 50:50 basis. This practice remained intact upto 31.3.2003. Consequent upon conversion of REC to NIT on 26.06.2002, Government of India has taken over full administrative and financial control and the Central Government started bearing the expenditure on Undergraduate Courses on 100% basis. However, since the inception of the Institute, the expenditure on PG Courses is borne by the Central Government.

The Institute is offering Undergraduate, Post graduate courses in Engineering, Business Administration and Computer Applications.

The future financial projections for next three financial years is prepared on the basis of actual receipts and payments made during last two financial years and depicted as follows:

| Statement of Financial Health of National Institute Technology Kurukshetra | | | | | |
|--|----------------|-----------------|-----------------|------------------|------------------|
| Particulars | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| | Actual | Actual | Projected | Projected | Projected |
| Receipts from | | | | | |
| Students | 2425.15 | 2876.31 | 2510.00 | 2528.15 | 3129.95 |
| Income from Research & Consultancy | 76.59 | 109.87 | 175.00 | 200.00 | 210.00 |
| Income from Interest | 621.01 | 727.46 | 750.00 | 780.00 | 800.00 |
| Other Income | 109.57 | 99.34 | 135.70 | 150.00 | 150.00 |
| Grant-in-Aid (Revenue) | 2752.40 | 7796.00 | | | |
| Total Receipts | 5984.72 | 11608.98 | 3570.70 | 3658.15 | 4289.95 |
| | | | | | |
| Expenditure (Revenue) | | | | | |
| Pay & Allowances | 5073.13 | 5846.87 | 9775.60 | 11730.72 | 14076.86 |
| Academic Expenses | 936.01 | 1140.97 | 950.00 | 1140.00 | 1311.00 |
| Repair & Maintenance | 122.11 | 86.84 | 174.00 | 243.60 | 304.50 |
| Administrative Expenses | 430.59 | 407.78 | 795.20 | 914.48 | 1005.93 |
| Other Expenses | 26.50 | 34.67 | 23.25 | 27.90 | 34.88 |
| Total Expenditures (Revenue) | 6588.34 | 7517.13 | 11718.05 | 14056.70 | 16733.17 |
| Surplus/(Deficit) | -603.62 | 4091.85 | -8147.35 | -10398.55 | -12443.22 |

| Particulars | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---|-----------|---------|------------|------------|------------|
| | Actual | Actual | Projected | Projected | Projected |
| Expenditure (Capital) | | | | | |
| Building | 3997.24 | 3997.86 | 5354.00 | 6000.00 | 6000.00 |
| Lab Equipments | 195.53 | 278.21 | 820.00 | 1000.00 | 1100.00 |
| Computer & Peripherals | 192.25 | 349.75 | 300.00 | 500.00 | 600.00 |
| Furniture & Fixtures | 17.53 | 30.33 | 125.00 | 200.00 | 225.00 |
| Books & Periodicals | 26.75 | 26.35 | 55.00 | 75.00 | 100.00 |
| Total Expenditure (Capital) | 4429.30 | 4682.50 | 6654.00 | 7775.00 | 8025.00 |
| Receipts of Grant-in-Aid (Capital) | 3447.60 | 4404.00 | - | - | - |
| Surplus/(Deficit) of Capital Grant | -981.70 | -278.50 | -6654.00 | -7775.00 | -8025.00 |
| Net Surplus/(Deficit) including Capital Grant & Net Requirement of funds from MHRD (Plan & Non- Plan) | (1585.32) | 3813.35 | (14801.35) | (18173.55) | (20468.22) |

A separate power point presentation has been prepared to justify the above pattern of financial implications in Institute.

The Board may kindly consider the facts and make necessary suggestions recommendations for future financial health of the Institute to overcome the deficits.