

**A VISION TOWARDS BETTER GOVERNANCE OF THE
PREMIER UNIVERSITY OF THE STATE:
UTKAL UNIVERSITY**



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PREAMBLE

? **My vision is derived from the Motto of the University, i.e. “Satyam Param Dheemahi”(seek the Highest Truth) and the crest of the University that symbolizes the glories as well as vast natural resources of the State of Orissa.**

? **Accordingly, I have set the vision of the University in terms of:**

✍ Excellence

✍ Effectiveness

✍ Creativity

✍ Heritage and culture

✍ Innovation

✍ Flexibility and Dynamism

✍ Participation of stakeholders

? **Specific goals are set as follows:**

? **Rejuvenation of the graduate programme**

? **Rejuvenation of the post-graduate programme**

? **Effective R&D programme**

? **Initiation of Interdisciplinary research centres**

? **Sustainable academic environment in the campus**

? **Decentralized and participatory administrative structure**

? **A faculty driven University**

? **As a hub of knowledge base for the state**

? **Revitalisation and rejuvenation of the existing infrastructure facilities**

CHALLENGES OF UTKAL UNIVERSITY

- ✍ It is the oldest University in the State once upon a time had more than 500 colleges and 3.5 lakhs students at the graduate and postgraduate levels.
- ✍ At present we have 27 PG departments + 16 Sponsored Programmes and two innovative programmes, two constituent Law Colleges in the campus and more than 320 affiliated colleges involved in UG and PG teaching.
- ✍ The major challenges faced by the university are:
 - ✍ **How to regain its lost glories?**
 - ✍ **How to maintain academic excellence?**
 - ✍ **How to invigorate the research environment in terms of PG research, i.e., Ph.D., and M.Phil programmes**
 - ✍ **How to induce faculty members to undertake more sponsored / consultancy projects?**
 - ✍ **How to undertake more and more sustainable and socially relevant research activities?**
 - ✍ **How to introduce innovative teaching and research?**
 - ✍ **How to boost the morales of the faculty, students and staff?**
 - ✍ **How to encourage more and more publications to enhance visibility of the University outside?**
 - ✍ **How to establish industry-academia-government-alumni interactions?**
 - ✍ **How to mobilize resources through Alumni and Industry?**

? Rejuvenation of the Graduate programme

- ? As mentioned above, the University has more than 320 affiliated colleges those are involved in under graduate teaching in a very traditional manner. In many colleges adequate number of faculty and supporting infrastructure facilities are not available; hence, the standard of teaching has deteriorated.
- ? Besides, many of the courses as well as their contents have become obsolete.
- ? Indeed, many of the affiliated colleges and its students feel alienated from the University due to lack of communication and interactions with the PG teaching departments of the University.
- ? In order to develop more and more interactions, there should be a thrust on **e-communication** and promoting proper network.
- ? In order to rejuvenate the graduate programme, I propose that a **UG Review Committee** be set up to suggest some best alternatives. The Committee should comprise of academic council members, young faculty, parents of students, alumni nominee, and immediate past students (preferably few of the best graduates of past few years), and other stakeholders.
- ? **Development of e-class rooms** in the campus as well as in selected affiliated colleges.
- ? **Organization of seminars/ workshops** to provide better exposure for students and faculty and thereby to create an academic environment in the campuses. It will induce young students to participate in academic activities.

? Rejuvenation of the post-graduate programme

- ? In addition to 27 PG departments, 16 sponsored programmes +2 innovative programmes in the University campus, PG teaching is imparted in many subjects in the affiliated /autonomous colleges. Like UG programme, shortage of faculty and supporting infrastructure facilities adversely affects the standard of teaching and research.
- ? The entry of student from these programmes into many reputed Institutions for higher education like M.Tech, M.Phil. and Ph D have declined. Even entry of students in all India services have decreased significantly.
- ? Besides, many of the courses as well as its contents have become obsolete.
- ? In order to rejuvenate the post graduate programme, I propose that a **PG Review Committee** may be set up to suggest best alternatives to attain excellency in R&D. The Committee should comprise of academic council members, younger faculty, parents of students, alumni nominee, and immediate past students (preferably few of the best post graduates of past few years) and other stakeholders including women and media.

? Strengthening of M.Phil. & Ph.D. programmes

- ? In course my involvement in evaluating some Ph.D. and M.Phil theses of the Universities in Orissa, and in conducting the oral examination for Ph.D. candidates, I have noted with concern the declining standards of writing as well as contents of the thesis. There is no seriousness among the students and the supervisors in improving the research outcomes.
- ? Publications from the thesis are not stressed upon by the candidates.
- ? In order to improve the standards, I propose to bring some changes in line with IIT systems.
- ? A **review committee** may be set up to look into all these aspects and to suggest not only remedial measures but also means to produce excellent thesis from the University.
- ? May introduce few “best project/thesis awards” in identified streams like Science, Social Sciences, Humanities and Management. We have to rope in the Alumni in instituting such awards. A committee may be set up to deliberate this issue and suggest criteria for the award. This can be awarded

in the Convocation of the University or on the Foundation Day.

? Effective R&D programme

✍ The credibility of the University is, no doubt, reflected through its outcome of research and development activities in terms of:-

- ? Number sponsored and consultancy projects undertaken by the faculty members,
- ? Number of M.Phil and Ph.D. produced,
- ? The quality of research,
- ? Number of publications and presentations,
- ? Number of conferences / seminars/workshops attended by faculty and research scholars
- ? Number of conferences /seminars/workshops organised by the departments and colleges of the University
- ? Grants received for the projects.

✍ In order to rejuvenate and to give a fillip to research and development activities, I propose that a **R & D Committee** may be set up to look into the various aspects of research & development of the University (both PG departments and affiliated colleges) and to suggest some decentralized means to handle all the above issues and also to specify methods of fund raising that can give a boost to research.

✍ Since funding is a major constraint for R&D, it is proposed to create a **separate R & D fund** with the help of external assistance from International agencies, industries, banks, financial institutions, and various funding agencies of the Central Government like UGC, DST, CSIR, MHRD, MOEF, ICSSR, ICPR, Planning Commission and many other Institutions. Matching grant from the State agencies be explored too.

✍ Even the potential to tap resources from alumni be explored.

✍ Further, I propose to explore the possibility of **Creation of a Professional Development fund** to provide research support to faculty and students.

✍ To add to it, creation of **Endowment Chairs** in emerging areas be explored with help financial support from industry and alumni.

- ✍ To provide incentive for research and teaching for the new faculty members, a scheme of **Initiation grant** may be introduced with a special pool.

? Initiation of Interdisciplinary research centers

- ? In the present day world, more and more interdisciplinary programmes are encouraged to attain higher and sustainable economic development. There are many international institutions like World Bank, UNDP/ UNEP and professional bodies like GWP, World Water Forum, IPHS (of which I am a member) those encourage inter disciplinary research.
- ? A review of the academic programmes of the University shows that there is a thrust on conventional disciplines. The emerging and thrust areas are being promoted in the campus of the University and these need to be further strengthened.
- ? In view of the potential existing in the University, I propose that we should promote more and more **Interdisciplinary Research Centres** to undertake innovative research in collaboration with the Industry, reputed R&D centers of the Government, foreign Universities and international agencies.
- ? In order to fund such centers, we may explore the possibility of **tapping MPLAD fund** (e.g. IIT Kanpur starting an academic programme of BSBE and Environmental Research Centre under MPLAD fund).
- ? The frontier areas like energy studies, infrastructure development, earth and environment, climate change, sustainable development, rural development, tribal area development, human rights, women studies, micro credit support, promotion of PRIs, social welfare etc may be explored.
- ? Promotion of the Knowledge base Hub of the State in Vani Vihar, Utkal Univesrsity.

? Sustainable and vibrant academic environment in the campus

Move from Depressing environment to Refreshing environment

✍ In order to attain a Sustainable academic environment in the campus, in addition to focus on teaching and research, there should be a thrust on promotion of extra curricular activities like games and sports, dramatics, musical, cultural shows mainly organized by the students and the campus community. I find a good scope to promote these activities because of geographical , and historical / traditional reasons.

✍ The ethos of the state in terms of its rich culture and tradition and in tune with the sacred name of the Campus, i.e., VANI VIHAR (abode of lord Saraswati and symbol of learning and culture), I propose to focus on giving a boost to art and cultural activities in the campus in association with faculty, students and staff.

✍ Particularly we should encourage students' participation in different State and All-India competitions to earn laurels for the University and the state.

✍ There should be a separate Curriculum Development grants with assistance from different sources.

✍ In all these endeavors, we need participation of all stakeholders of the University (that is indicated in the chart)

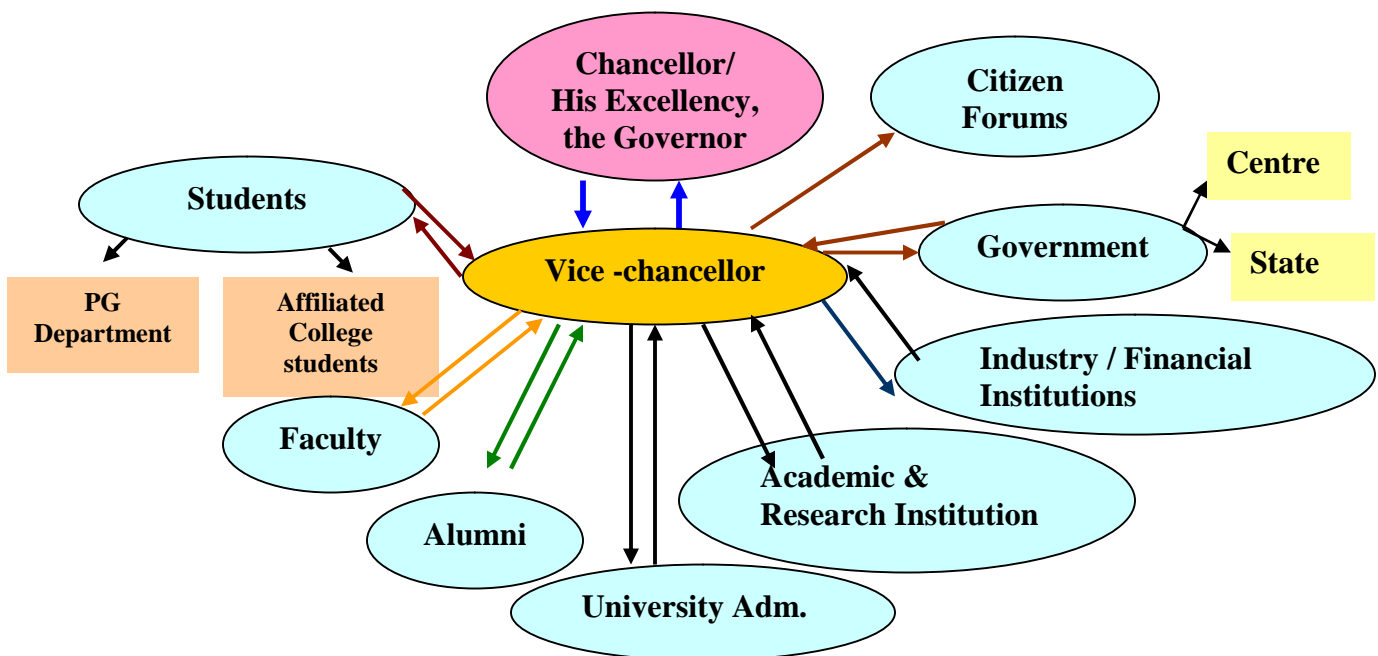
✍ We should aim to achieve an “inclusive growth” with focus on efficiency and equity.

? Decentralized and participatory administrative structure

✍ For better governance of the university administrative system, I foresee the following opportunities:

- ✍ Stakeholders approach in administration,
 - ✍ Decentralized administration structures with more and more participation of faculty, staff, students and alumni
 - ✍ A faculty driven University
 - ✍ E-learning and e-connectivity with students, faculty and staff
 - ✍ Networking with Government (both state and centre)
 - ✍ Networking with state and national universities
 - ✍ Networking with reputed R& D and teaching institutions at national and international levels with the help of MOUs
 - ✍ Networking with industry, banks, financial institutions by signing MOUs
 - ✍ Networking with Alumni
- ✍ Above all, as attainment of all these proposed vision and goals are primarily dependent on better and conducive infrastructure facilities, our thrust should be on **revitalization and rejuvenation of the existing infrastructure facilities.**

STAKEHOLDERS OF BETTER GOVERNANCE OF THE UNIVERSITY
VIS-À-VIS THE VICE-CHANCELLOR



Networking : To promote Centre- Periphery Relationship among the State Universities

