

Minutes Faculty Forum (FF) GBM – September 08, 2014, 5:30PM, L17

Number of Faculty Attended: 57

1. Minutes of last meeting (August 27, 2014) – confirmed with following modifications.
 - a. Monthly contribution was decided to be Rs. 25/- per faculty per month.
 - b. Regarding IRDC like mechanism for other units. DORA has informed that it already has such advisory body with nominees from each department. It has now been included in the minute.
2. Discussion on Appraisals and Promotions started in the previous meeting continued with a presentation on “Multipoint Evaluation Mechanism”.

The proposal should be viewed as a supplementary to the alternate mechanism for self appraisal and evaluation presented on August 27, 2014 GBM. It discussed multipoint evaluation criteria by suggesting a classification of faculty activities. If one excels in two or more such activities, he/she should be recognized. A faculty member should not be penalized for not performing in all the activities mentioned in the proposal. Or, non-performance in any particular activity should not be looked at as failure as long as the faculty member is performing satisfactorily in certain minimum number of activities or excelling in a couple of them. The proposal classified the activities into:

- UG/PG teaching (PhD and MTech guidance should be considered under teaching).
- Research (Fundamental/ Technology Development/ Product Development)
- Fund and resource generation
- Research facility or Infrastructure development
- Books and technical reviews
- Outreach Activities

Although, certain numbers for output were mentioned as minimum requirement for each activity, they were only indicative. It is stressed that the evaluation should be based on department/field averages instead of considering “one size that fits all” approach.

Several faculty members commented on the proposal. They are mentioned below:

There was apprehension expressed that with the numbers, the proposal looked like just another version of the DOFA’s proposal. In response, it was mentioned that the proposal has a different philosophy, and it was REITERATED that this proposal gives a choice to a faculty member to excel in a few activities of his/her choice and it should be encouraged as opposed to the current practice of trying to do a little bit in every activity (accumulating points).

It was concluded that the overall philosophy of proposal is very good, it should be modified with as less emphasis on numbers as possible. Finally, it was recommend that this proposal and the previous proposal on self-appraisal (presented on August 27, 2014 GBM) should be put together. The differences and inconsistencies between the two proposals, if any, should be reconciled to

make a comprehensive and consistent proposal. Subsequently, the combined proposal will be given to Director, DOFA, Chairman BOG for necessary action.

There were a few other suggestions as well.

- Yearly assessment may not be possible. Instead, targets mentioned apriori can be evaluated every three years and appraisal can be annual.
- Setting target by an individual for self-appraisal may turn out to be risk averse as administration may only promote those who achieve what has been proposed. This will lead to a tendency of taking less risk in setting the goals at the outset, which would be counterproductive academically.
- In the past, when a new faculty came up for confirmation, he/she has been asked to show journal papers based on work carried out at IITK. This is unfair, as it is difficult to publish with efforts made after joining IITK within a couple of years. This should be kept in mind when evaluating a new faculty.
- For promotion and evaluation look at a few best papers judged by specialists in the area, instead of looking at the number of papers and the impact factor of journals they got published in.
- It may also be a good idea to make all the committees involved in promotion irrelevant. Instead ask the faculty, who is applying for promotion, to give a public lecture and evaluate based on the feedback from the lecture. However, giving importance to only one public lecture at the end of 5-6 years is not a good idea. As one should be judged based on a continuous evaluation process. Thus self-appraisal combined with a public lecture may be a very good way for evaluating candidate applying for promotion.
- FINALLY EVERYTHING SHOULD BE DONE IN A TRANSPARENT MANNER.

3. A proposal on the enablers was presented and discussed:

The proposal suggested that when we hire a new faculty a few necessary things must be provided. At present, a few young faculty members got office space months after joining and lab space after two years. This affects the enthusiasm and moral of new hires adversely. So, the proposal mentioned that a few but necessary enablers such as office space, initiation grant money, lab space should be given to the new hires with the 1st month of joining. In each case certain numbers were mentioned, which can be recalculated based on uses. Especially, for lab space - it can be calculated after the space audit which is ongoing.

Before presentation, online feedback on the proposal was sought and it was unanimously appreciated and some additional suggestions were also mentioned. Further comments given in the meeting were:

- Numbers in this case is a welcome move.
- The lab space of 120 sq.m proposed is a healthy area. It should be seriously considered.
- Initiation grant money (the minimum promised) should be released within the first week of joining without any questions asked. Questions/concerns if any should be raised during the

hiring process. If any new faculty requires more money then he/she may be requested to write a proposal and make a presentation.

- Initiation grant money usage should be flexible. A faculty should choose amount in different heads that suits them.
- Candidates can be asked to give in writing their requirements at the time of hiring. This process can be iterative. If required, candidates can be given more time to specify the requirement. The institute should facilitate as much as possible.
- A facility should be planned on a long term basis. Space required, site preparation, maintenance should be considered and should be included in cost. Otherwise, a frequently occurring problem of inability to repair expensive equipment cannot be avoided. In such case the purchase/acquisition of many expensive facility is just a waste of money and effort.

In summary this proposal on enabler received overwhelming support. It should be referred to institute administration at the earliest possible.

The proposal on enablers has been attached in ANNEXURE.

4. A third proposal on “Important role of HODs on academic growth of faculty” could not be discussed du to paucity of time. It will be taken up in a future meeting.
5. **A combined proposal on self-appraisal and multipoint evaluation will be made and uploaded on the website soon.**

ANNEXURE**ENABLERS FOR FACULTY**

A faculty member joins IITK and thanks to a system in place he is efforts are strengthened by many enables. However, many remain unspecified, leading often to loss of productive efforts. Keeping this in view, the following is a listing of important enablers, which can help the faculty to achieve her/his potential. These represent minimum required figures.

- Office space: 25 m² (33 m² according to Swamy's handbook for PB-4 and above) (allotted within a week of joining).
- Lab space (Experimentalist): 120 m²
Lab space (Computational): 25 m²
- Student/project staff Sitting space (adjacent with lab): 50 m²
(5 phd, 2 MTech, 3 staff, 5 m²/member)
- Yearly consumable grant: Rs.80 thousand per faculty (directly- not via department)
- Yearly Non-consumable grant: Rs.1lakh per faculty (directly- not via department)
- Active help in getting first 2 PhD students (or at least allow new faculty to take PhD students as per the faculty's choice)
- Initiation grant: as applicable granted within 2 months of joining.
- Lab space allotted within 1 month of joining and maintenance plans executed within 6 months of submission of plans.

Other possible considerations:

- Seed amount in PDA of Rs.50,000.
- 1 secretarial help (time sharing) between 5 faculty members