Administration, Environment & Harmony
(IIT(BHU): Retrospective & Prospectivus - Part III)

Rajeev Sangal

Director

Indian Institute of Technology

(Banaras Hindu University) Varanasi, India

(director@iitbhu.ac.in)

20 July 2018

Faculty Address

IIT(BHU), Varanasi

19-20 July 2018

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Administration, Environment & Harmony

Outline

- **Infra-structure**
- **Administration**
- **Governance**
- **Environment & Harmony**

Infra-structure

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Civil Infra-structure

New structures

- GRTA Single bedroom flats - Block B & C (80 flats)
- Girls' hostel (720 seater) (expected Dec 2018)
- Residential quarters (36 quarters) (expected Oct 2018)
- New blocks for Depts: Mech Engg, BioMed, BioChem

Additions to existing structures

- Additions to departments: CSE, Math
- Additions to Hostels: Ramanujan, Vishveshvaraya
- Additions to Library, Admin Block, Lecture theatres
- Additional floor on GTAC Guest House

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Electric Infra-Structure

- New electric power supply network

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Administration

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IIT-like Admin Structure

- **Executive Deans** (Jul 2014 onwards) along with Registrar
- Clear **delineation of powers**

- **Simplified many processes.**
  Ex. No dues, scholarship, PG admissions
- **Streamlined processes.** Ex. All objections in one shot.
- **Automation support.** Ex. Academics, finances.
- **Training of staff**

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Citizen's Charter

Citizen's Charter

- Time bound processes
- Who is responsible
- Full info about what support papers to submit

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Governance

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Democratization

- Faculty **committees for decision making**
- This provides **space for discussions** before/during decision making

Democratization (Example Dept. Level)

Committees exist in a dept. for:

- Faculty selections
- Academic affairs – UG, PG
- Budget
- R&D - Equipment proposals
- Purchases
- Library
- Web-site

Tremendous democratic space.
Are we able to take decisioins wisely? Do we feel empowered?

Democratic process requires:

- **Having open discussions**
  - Expressing your view, listening to others
- **Arriving at consensus**
  - Being flexible
- **Accepting the common decision**
  - even if you disagree

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Democratic Maturity

But following the democratic process requires **democratic maturity**:

- **Dealing with differences** among colleagues. Requires learning how to persuade people, being flexible oneself.
- When the **majority might say we will wait** till the minority view holders get convinced
- What does **accepting a decision** mean, even when not to my liking?

All this requires patient understanding, by all.
Above all, **not converting difference into opposition**
 (**mata-bhed** but not **mana-bhed.**)

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Democracy is a work-in-progress, many learnings yet to take place!

Environment & Harmony

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- What makes the **Environment of an Institute**?

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Environment of an Institution

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    - **Values** - Trust, respect, caring of colleagues

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Enviroment of an institution is determined by:

- Systems
- Culture
- Values

What are they?
What is most important?

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Environment

Enviroment of an institution is determined by:

- Systems
- Culture
- Values

What are they?
What is most important?

In rest of the slides:
  Words in red stand for Systems
  Words in blue stand for Culture
  Words in violet stand for Values

Governance   Academics   Research   Student life

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Functions and Needed Systems

Governance	Academics	Research	Student life
Committees	Curricula, Credit sys	Publications, Technology development	Extra-curr-cr, Student parliament

Structures and Regulations

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Excellence	Experimentation	Empowerment

Structures and Regulations

Ethos - Underlying culture

Functions and Needed Systems

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Excellence   Experimentation   Empowerment
Trust   Openness   Caring

Structures and Regulations
Ethos - Underlying culture and values

Underlying Culture and Values

- What underly good governance, serious academics, innovative research, and fulfilling student life ? Culture :
    1. Environment of Excellence
    2. Willingness for Experimentation
    3. Feeling of Empowerment
- with underlying values
    A. Trust
    B. Openness
    C. Caring

Ethos: Underlying culture and values for effective systems

1. Environment of Excellence

- Setting high goals - shared goals
- Empower individuals and groups to take their decisions

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Example: Excellence in Research

Setting high goals:

- High quality publications
- Technology development
- Technology transfer
- Societal impact

Enablers:

- Formation of research groups with critical mass led by faculty
  - Undergraduates also in research
  - Research groups have students at all levels
  - Most importantly, more than two faculty members!

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- External Check – Faculty appraisal to evaluate
  - Teaching
  - Research
  - Technology transfer
  - Service to society and profession
- But faculty internally driven

2. Feeling of Empowerment

- Empowered people feel they are able to do what is required for fulfilling their goals.
- Some difficulties faced at many universities:
    - Acrimony in committees - Not learnt to 'Agree to disagree'
    - Absence of Trust.

...Feeling of Empowerment

- Autocracy/coterie vs. democracy
  - Democracy is clearly desirable
- However, democracy (through committees) alone does not empower
  - Collectively groups and individuals can disempower each other.
  - At most universities Different sections feel disempowered in spite of democracy

Empowerment: Decisions at Right Level

Decision making at the *right* level leads to empowerment.

For example, decisions could be taken at the appropriate level:

- at the individual level,
- at the level of research group,
- at the level of research lab,
- at the level of research Centre/Dept.
- at the level of the institute

Autonomy at each level - leads to empowerment!

- Individual faculty have Faculty Discretionary Accounts

Example: Financial Empowerment

- Individual faculty have Faculty Discretionary Accounts
- Example: CPDA
- Are we using it responsibly?

Dealing with Genuine Differences

- During decision making - What if there are differences in opinion
    - Depending on the decision taken, would not some people feel disempowered
        - Even if I do not agree with the decision, I play my role. *Team work.*

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- But should decisions be forced? - To resolve differences, three important elements in values
  - Trust,
  - Openness, and
  - Caring

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Trust

- While discussing an issue
    - I do not ascribe ulterior motives or otherwise
- Therefore, possible to put across another viewpoint – Can try to persuade
- * Trust is the founding value

3. Experimentation

- If decision making is regarding something (say, a new initiative) which has
  - Passionate proponents
  - Willing to put in hard work
- Do experimentation (unless likely to be catastrophic)
  - Ask *Why not* rather than *Why*
  - But proponents must take responsibility of putting in the hard work

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Experimentation with Ownership

Proponents allowed to experiment

- Provided willing to take responsibility
- * Proponents usually put in extra-ordinary effort to make the initiative succeed.
    - Permits necessary modifications in initiative based on real implementation
- However, if it fails, experiment to be ended

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Example 1: Admission to PhD Programme

- If a faculty member vouches for an applicant based on work done under him, committee permits provided the faculty member takes responsibility.
  - Requires environment of *trust* and *support*.
- Applicant also has options to prove himself
  - Takes courses as non-degree student
  - * Thus, chance to prove through performance in the course through a longer engagement rather than only through interview

Experimentation with Ownership

External check: Academic performance of student enforced strictly

- Course work
- Breadth qualifiers
- Quality thesis

Faculty member/group provides assistantships

Freedom thru Experiment

Principle: Freedom thru Experiment, if responsibility taken

- Set high standards of performance and achievement
- But provide space for individuals to act and prove themselves
    - Even when collective judgement has doubts about the effectiveness of the act
- Requires: Trust and flexibility. *But evaluation is strict.*

Why Experimentation?

Why do we permit experimentation, even when we think the experiment might fail?

- Discussion has not sorted out the issue for both! Can we test it by doing it?
    - As long as there is no catastrophe! Run pilot, if possible.
- Caring
    - If a decision affects a member or a group *profoundly*, should we not allow the experimentation to be carried out?

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Journey as a faculty member should have joy in it!
Joy of work, and joy of relationships!

Harmony Workshop

Harmony workshops organized to draw attention to **harmony**!
Elements to be aware of!

- Clarity within the self
- Relationships – Caring for the other, openness
- Institutional values – Excellence
- Societal values – Democratic values
- Nature – Co-existence

3-day and 7-day workshops for faculty!

Summary – Structures, Culture and Values

Structures - External checks:
- Organization - Rules and Regulations, Procedures, etc.
    - Structure provides only 20-30% of the story
    - Rest depends on the people and their relationships

Culture and Values
1. Excellence - Environment of excellence
2. Empowerment - Feeling of empowerment
3. Experimentation - Willingness to experiment

A. Trust in each other
B. Openness in individuals
C. Caring for fellow colleagues and others

Regulations, plus belief in culture and values

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Thank You

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