

MINUTES

53rd MEETING OF THE BOARD OF MANAGEMENT OF CHARUSAT

Date: March 25, 2023, Saturday

Time: 10:30 a.m.

Venue: Conference Room, CMPICA Building, CHARUSAT Campus

The 53rd meeting of the Board of Management of Charotar University of Science and Technology (CHARUSAT) was held as per schedule.

The following members were present:

1.	Shri Surendra M Patel	Chairman;	President, CHARUSAT
2.	Dr R V Upadhyay	Member;	Provost, CHARUSAT
3.	Shri Naginbhai M. Patel	Member;	President, Matrusanstha & CHRF
4.	Dr. M. Balaganapathy	Member;	Principal, ARIP, CHARUSAT
5.	Dr Darshan Patel	Member;	Principal, BDPIPS, CHARUSAT
6.	Dr Atul Patel	Member-Secretary;	Registrar, CHARUSAT (ex-officio)

Following members/invitees could not remain present:

1.	Shri Nayanbhai Patel	Member;	Executive Director, Packam Controls Private Limited & Industrialist of Repute
2.	Shri H T Patel	Member;	Former President, API Business, Zydus Cadila Healthcare Ltd., Nominated by Shri Charotar Moti Sattavis Patidar Kelavani Mandal
3.	Shri Deepenbhai Patel	Member;	Industrialist, Dubai
4.	Shri Ashok Patel	Invitee;	Advisor, CHARUSAT

The following invitees remained present on the special request from the Chairman:

1.	Dr. M C Patel	Secretary, Kelavani Mandal
2.	Dr. B G Patel	Advisor, CHARUSAT
3.	Shri C A Patel	Vice-President, Kelavani Mandal

PROCEEDINGS & RESOLUTIONS:

Item 53.23.01: For Confirmation; Minutes of the 52nd Meeting of Board of Management held on September 10, 2022

Proceedings & Resolution 53.23.01:

CHARUSAT organized the 52nd Board of Management Meeting (BOM) on September 10, 2022. The minutes were circulated on September 22, 2022. No comments were received from members. The minutes were confirmed.

Item 53.23.02: For Information; Actions taken on the items of the 52nd Meeting of Board of Management

Proceedings 53.23.02:

The Registrar briefed on the actions taken on the 52nd Meeting of Board of Management items.

Under Item No. 52.22.14 regarding Appointment/ Resignation/ Deputation of teaching and non-teaching staff, the Board asked to present the Turnover ratio Cadre-wise and Category-wise. Also, it directed to reduce the turnover ratio from 6.31 to 5. Subsequently, a Committee was formed by the Provost to look into reasons and measures to reduce the ratio. After several meetings and discussions, the Committee prepared a report. It is attached as **Annexure-1, Page No. 5**. The Report was presented and discussed in the forum.

Resolution under Item No. 52.12.14:

The Board approved the Report and instructed to take action as suggested in the Report by the Committee.

Resolution 53.23.02:

The Board noted and approved the actions taken under items of the 52nd meeting of the Board of Management of CHARUSAT.

Items on Financial Management

Item 53.23.03: For Approval; Minutes of 53rd and 54th Finance Committee Meetings

Proceeding 53.23.03:

The Registrar informed that the 53rd and 54th meetings of the Finance Committee of CHARUSAT were held on February 9, 2023, and March 16, 2023. The salient features of the Meetings are as follows:

Salient Features of 53rd and 54th Finance Committee Meeting:

- Approval of purchase of equipment worth 103.06 Lakhs from 01/10/2022 to 31/12/2022
- Approval of purchase of Furniture & Fixtures worth 41.45 Lakhs Furniture & Fixtures from 01/10/2022 to 31/12/2022
- Approval of budget of Rs. 5.63 Lakhs to organize an event of “Science Manthan 2023.”
- Approval of budget of Rs. 25 Lakhs for Spoural '23
- Approval of budget of Rs. 8.50 Lakhs for Academic Meet of Gujarat State Higher Secondary Teacher Association
- Approval of purchase of Lab. Instruments by the Department of Biological Science, PDPIAS, worth Rs. 48.30 Lakhs
- Approval of expenditure of Rs. 31.50 Lakhs for VMWare renewal at Wincell Datacenter for 4 years and 3 months
- Approval of expenditure for renewal of Microsoft Edu Cloud Subscription for the year 2023 worth Rs. 13.33 Lakhs
- Approval of budget of Rs. 2.5 Lakhs for a visit to Slovakia and Granada, Spain by Provost for research purpose
- Approval of expenses for Concertina Wire fitting at Charusat Campus with an estimated cost of Rs. 6.00 Lakhs
- Approval of budget of Rs. 15.60 Lakhs for Course on Liberal Arts
- Approval of budget for the Financial Year 2023-24
- Authorization of the release of 14% Dearness Allowance from April 1, 2023
- Approval of budget of Rs. 30.80 Lakhs for furniture and other requirements for the Guest House
- Approval of expenses for Benches purchase for development of Exam Hall on the 2nd Floor CMPICA Building

The Registrar presented the minutes of the meetings (without annexures) to the Board.

Resolution 53.23.03:

The Board noted and approved the 53rd and 54th Finance Committee meeting minutes. President has directed us to carefully look into the budget for financial year 2023-24, particularly the Development budget.

Items on HR Management

Item 53.23.04: For Information; Job Enrichment / Transfers of personnel

Proceedings & Resolution 53.23.04:

The Registrar presented the summary report regarding transfers/job enrichment of personnel for various assignments.

The President suggested forming “Team CHARUSAT” comprising key personnel of the Teaching & Administrative fraternity of CHARUSAT. He also asked to have monthly interactions with them on progress.

Item 53.23.05: For Information; Appointment/ Resignation/ Deputation of teaching and non-teaching staff

Proceeding 53.23.05:

Registrar gave information on new joiners and the resigned employees as well as a Summary Report of all the employees of CHARUSAT.

Resolution 53.23.05:

The Board noted and approved deputation, resignation and appointments as presented.

Item 53.23.06: Any other item with the permission of the Chairman

a) CHARUSAT Centre for Online Education (CCOE):

Proceedings 53.23.06(a):

The Registrar shared that Online Education has increased with all its resources recently. It is high time to open new technological horizons for learners, teachers, experts and researchers – that were not available before – and to prepare it as a promising solution to the needs of future students. And since the skills required in Online education are entirely different from the traditional teaching skills, such as communication skills, internet services, organizing electronic classes and others, it is necessary to ensure the readiness of this type of learning to achieve its objectives. Hence, it is proposed to open **CHARUSAT Centre for Online Education (CCOE)** to offer online Programmes and technology support. The CHARUSAT Center for Online Education shall maintain and administer the Centralized Database of all the recognized programmes.

Resolution 53.23.06(a):

The Board appreciated the initiative and approved to start **CHARUSAT Centre for Online Education (CCOE)** to offer online Programmes and technology support.

There were no other items; hence the meeting ended with the Vote of Thanks to the Chairman.

Dr Atul Patel
Registrar

Date: April 1, 2023

ANNEXURE 1

REPORT ON TEACHING EMPLOYEE RETENTION AND TURNOVER

Report

Teaching Employee Retention and Turnover

In the 52nd Board of Management meeting held on 10-09-2022, a resolution was passed to examine the dimensions of teaching employee turnover. Accordingly, the Provost has comprised the following Committee to look into teaching employee retention and turnover.

- (1) Shri H.T.Patel (Member, BoM): Chairperson
- (2) Dr Mahesh Patel (Member, Kelavani Mandal & HRD Expert): Member
- (3) Dr Atul Patel (Dean, FCA & Principal, CMPICA): Member
- (4) Dr Bala Ganapathy (Principal, ARIP): Member
- (5) Mr Kautil Pandya (Dy. Registrar): Coordinator & Secretarial support

Terms of reference of Committee:

- (A) Review retention and turnover figures for teaching employees
- (B) Recommend the measures to be taken to improve retention

The Committee has considered exit feedback, recruitment, orientation, other HR policies and NAAC recommendations. The Committee has also interacted with sample employees of all teaching cadres, including the principals. [methodology may be modified as needed]

(A) Review retention and turnover figures for teaching employees

To review the retention of faculties at CHARUSAT, the data for the last 5 years, i.e. 2018 to 2022, is considered. Data was taken from the HR section. Data indicates that attrition was higher in 2022 (19%) than in 2021 (15%).

Number and profile of teachers leaving CHARUSAT

No. of teachers leaving CHARUSAT	2018	2019	2020	2021	2022
Total	71	49	34	56	70
Less than 5 years of experience at CHARUSAT	54	37	25	35	44
More than 5 years and less than 10 years of experience at CHARUSAT	12	9	6	17	16
More than 10 years of experience at CHARUSAT	5	3	3	4	10
Designation wise bifurcation					
Assistant Professor and equivalent	50	36	21	39	54
Associate professor	3	1	1	2	5
Professor	2	0	3	2	2
Other (CLINICAL INSTRUCTOR, TUTOR, LECTURER, TEACHING ASSISTANT)	16	12	9	13	9

Remarks:

1. The highest attrition was observed in the Assistant Professor and equivalent cadres. It is worth noting that the higher attrition is due to the highest turnover in Computer

Engineering, IT, CSE and Computer Application disciplines. In these disciplines, most faculties have the highest degree as PG. They were not sure about pursuing a PhD.

2. A fixed pay regime contributes to 50% of resignations.
3. Faculties with less than 5 years of experience at CHARUSAT contribute to 70% of resignations.
4. Faculties with over 5 years and less than 10 years of experience at CHARUSAT contribute to 21% of the resignations.
5. Faculties with more than 10 years of experience at CHARUSAT contribute to 9% of resignations.
6. 30% faculties leaving CHARUSAT after serving 5 or more years is affecting the development of the intermediate layer of teachers. University needs to review policies critically.

Reasons for leaving the CHARUSAT from 2018 to 2022 (5 years)

Assistant Professor and Equivalent

Serving less than 5 years at CHARUSAT	<ul style="list-style-type: none"> • Aailed better opportunity: 42 • Aailed opportunity in the government sector: 11 • Family, health, higher study or relocation: 32 • Migrate or go abroad for further study: 24
Serving more than 5 years at CHARUSAT and less than 10 years	<ul style="list-style-type: none"> • Aailed better opportunity: 21 • Aailed opportunity in the government sector: 05 • Family, health, higher study or relocation: 10 • Migrate or go abroad for further study: 13
Serving more than 10 years at CHARUSAT	<ul style="list-style-type: none"> • Aailed better opportunity: 06 • Family, health, higher study or relocation: 01 • Migrate or go abroad for further study: 03

Associate Professor

Serving less than 5 years at CHARUSAT	Nil
Serving more than 5 years at CHARUSAT and less than 10 years	<ul style="list-style-type: none"> • Aailed better opportunity: 02 • Migrate or go abroad for further study: 01
Serving more than 10 years at CHARUSAT	<ul style="list-style-type: none"> • Aailed better opportunity: 04 • Aailed opportunity in the government sector: 01 • Migrate or go abroad for further study: 03

Professor

Serving less than 5 years at CHARUSAT	Nil
Serving more than 5 years at CHARUSAT and less than 10 years	<ul style="list-style-type: none"> • Aailed better opportunity: 01
Serving more than 10 years at CHARUSAT	<ul style="list-style-type: none"> • Aailed better opportunity: 03

Remarks:

1. 44% of faculty members left CHARUSAT to avail better opportunities elsewhere, better career prospects, abscond or due to other personal reasons.
2. 6% of faculty members left CHARUSAT to avail themselves of opportunities in government organization/services
3. 20% of faculty members left CHARUSAT due to family and health issues, marriage, higher study, relocation, or to start their venture.
4. 30% of faculty members left CHARUSAT due to migration to foreign or undertaking higher studies abroad.

(B) Recommend the measures to be taken to improve retention

It is necessary that faculty members should work enthusiastically and contributes towards the overall development of the University. Recommendations and measures are suggested to improve retention and ensure higher job satisfaction.

1. Improving the cadre ratio

Designations	2018	2019	2020	2021	2022	At present
Assistant Professor and equivalent	283	323	273	268	353	327
Associate professor and equivalent	20	20	37	39	37	33
Professor	10	13	28	26	26	26
Other (CLINICAL INSTRUCTOR, TUTOR, LECTURER, TEACHING ASSISTANT)	37	44	36	54	24	30

CHARUSAT has a large number of young Assistant Professors, i.e. average of 85% of total faculty members. The average percentage of Associate Professors and Professors are 9% and 6%, respectively, over 5 years.

Ideally, as per the 1:2:6 cadre ratio, Assistant Professor, Associate Professor, and Professor shall be 67%, 22% and 11%, respectively.

2. Hiring senior professors best known in Gujarat/ India/ abroad, which will help young faculty members and provide mentorship by transacting the vision to prepare better for tomorrow
3. Identifying faculty potential as teacher, researcher and administrator (contribution to institute/student development) and appraise/ promote accordingly. Based on the past performance of the faculty members in categories I (teaching, learning and evaluation), II (student, institute and personal development) and III (research), they should identify and be supported to position themselves depending on their discipline, strength and passion. Common goals are assigned to all the faculties irrespective of domain, strength and vigour.
4. Job profile, wages and work culture are essential for job satisfaction and retention. CHARUSAT shall offer a job profile where the **faculty** member can enthusiastically exhibit

their strength and passion. CHARUSAT shall minimize the unintended personal bias of reporting authorities and endorse a work culture where everyone contributes enthusiastically.

(1) Organize training programs for faculty members for their development.

5. We involve Deans/ Principals/ Heads and senior faculty members in developing and implementing HR policies.
6. We are mitigating inconsistency in designations viz. AGPs.
7. We reward differently based on achievement/ performance and the need for discipline.
8. Review the performance of all under fixed pay, and for the selected few, either increase their fixed income or take them in the regular scale based on performance.

The above aspects shall facilitate a sense of ownership and belongingness in faculty members towards the University and its administration.