

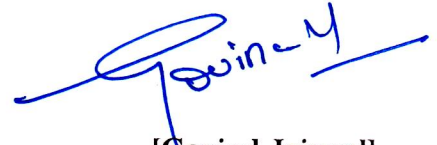
**BY EMAIL / SPEED POST**

**F.No.35 – 4 / 2021 – TS.III**  
Government of India  
Ministry of Education  
Department of Higher Education  
\*\_\*\*\_\*

Kartavya Bhawan-2, New Delhi,  
dated, the 2<sup>nd</sup> July, 2026

**Subject:- Minutes of the 13<sup>th</sup> meeting of the Council of National Institutes of Technology, Science Education and Research (NITSER) held on 13<sup>th</sup> January, 2026 (Tuesday) at Bharat Mandapam, New Delhi.**

Please find enclosed herewith a copy of the Minutes of the 13<sup>th</sup> meeting of the Council of the National Institutes of Technology, Science Education and Research (NITSER) held under the Chairpersonship of the Hon'ble Education Minister on **Tuesday, the 13<sup>th</sup> January, 2026** at the Bharat Mandapam, New Delhi, for your kind information and further necessary action.



**[Govind Jaiswal]**  
**Joint Secretary (TEL)**  
**& Member Secretary, Council of NITSER**  
**Tel: 24015093**  
**Email: nit.edu@nic.in**

Encl.: as above.

To

The Members of the Council of NITSER  
(as per list attached)

Copy to:-

- (i) PS to the Hon'ble Education Minister.
- (ii) PS to the Hon'ble Minister of State (SM), Ministry of Education.
- (iii) Sr. PPS to Secretary, Department of Higher Education, Ministry of Education.
- (iv) The Director, MNIT, Jaipur – with a request to kindly have the minutes uploaded on the website of the Council of NITSER.

**Minutes of the 13<sup>th</sup> Meeting of the Council of the National Institutes of Technology,  
Science Education and Research (NITSER) held on 13th January 2026  
at Bharat Mandapam, New Delhi.**

The 13th meeting of the Council of National Institutes of Technology, Science Education and Research (NITSER) was held under the Chairpersonship of Shri Dharmendra Pradhan, Hon'ble Minister of Education at 2 pm on 13th January 2026 (Tuesday) at the Bharat Mandapam, New Delhi. The list of participants is at **Annexure – I**. The leave of absence was noted for the members who could not attend the meeting due to their prior commitments or other compelling reasons.

At the outset Dr. Vineet Joshi, Secretary (Higher Education), Ministry of Education and Vice – Chairman, Council of NITSER welcomed the Chairperson, Shri Dharmendra Pradhan, Hon'ble Minister of Education and the Hon'ble Members of Parliament - Shri Shashank Mani, Shri Ghanshyam Tiwari and all the Council members and invitees present in the Meeting.

In the opening remarks from the Chair, the Hon'ble Minister emphasized that NITs and IIST must align curriculum, research and innovation with national priorities and emerging technologies, strengthen industry collaboration, improve governance efficiency, promote innovation and entrepreneurship, and contribute to Viksit Bharat through quality technical education.

Ms. Saumya Gupta, Joint Secretary (TE) and Member-Secretary of the NITSER Council presented the agenda for discussion.

**Item No.13.1: Confirmation of the Minutes of the 12<sup>th</sup> Meeting of the Council of NITSER held on 25.09.2019**

The Minutes of the 12<sup>th</sup> Meeting of the NITSER Council held on 25.09.2019 was confirmed.

**Item No.13.2: Action Taken Report on the Minutes of the 12<sup>th</sup> Meeting of NITSER held on 25.09.2019**

The Council noted the Action Taken Report (ATR) on the decisions taken by the Council in its 12th Meeting held on 25.09.2019.

**Item No.13.3: Changes in the Membership of the Council**

The changes in the membership of the Council were noted. The Council welcomed all the new members and expressed appreciation on record for the contributions made by the outgoing members.

**Item No.13.4: Revamping UG & PG Curriculum in line with NEP 2020 and pedagogical reforms**

The Council deliberated on the urgent need to modernize the academic framework of NITs and IIST to align with the National Education Policy (NEP) 2020 and transition to a flexible,

industry-aligned framework. The Chairperson emphasized that while many Institutes have revised curricula recently, there remains a significant gap in deep industry readiness and the integration of emerging technologies, exposure to the Indian Knowledge System (IKS) and inclusivity of regional language. The need to reposition NITs as primary regional technology solution providers and strategic enablers of industrial growth was stressed. After deliberations, the Council approved the following:

### **Recommendations:**

- (i) All NITs and IIST shall conduct a comprehensive review of UG and PG curricula at least once every 5 years with strong industry relevance and future readiness. Curriculum Review Committee must include representatives from the industry and notable alumni.
- (ii) AI/ML must be integrated as a core competency in curriculum. Each Institute must establish an AI Task Force in the Institute to oversee this integration.
- (iii) Modern engineering education must be contextualized by integrating the Indian Knowledge System in curriculum, drawing from the nation's rich scientific heritage.
- (iv) Institutes must introduce Minor degree programs in cutting-edge areas and facilitate credit sharing among CFTIs through the Academic Bank of Credits (ABC) and coordinated academic calendars.
- (v) Institutes must reform M.Tech. courses: build a dual-track M.Tech. program—one stream focused on industry engagement and the other on research; introduce multi-disciplinary, blended-mode, and product-based M.Tech. programs without the need for publishing papers; Internships and industry-driven projects must become major components of the M.Tech. curriculum; specialised M.Tech. programmes must be designed aligned with industry needs.
- (vi) Pedagogy must shift toward experiential learning, including reverse engineering and team-based problem solving.
- (vii) Institutes should engage Professors of Practice and industry experts for course delivery, mentoring, and evaluation.
- (viii) Teaching process should include participation in innovation labs, hackathons, and start-up internships with credits assigned for the same.
- (ix) Institutes must take serious steps to use 'Bharatiya Bhashas' in teaching, supported by AI-based multilingual tools to enhance inclusivity.

(Action: Director of All NITs/IIST)

(Time frame: 6 Months)

### **Item No.13.5: Aligning Academic Programmes with Critical Technologies and National Priorities**

The Council deliberated on the pressing need to align the academic programmes of NITs and IIST with critical technologies and national priorities. The Chairperson emphasised that the achievement of 'Viksit and Atmanirbhar Bharat' requires the youth to be proficient in critical technologies of national importance such as AI and ML, Data analytics, Cybersecurity, Quantum Technologies, Semiconductors, and related areas. After deliberations, the Council approved the following:

### **Recommendations:**

1. The Academic programmes at NITs/IIST should aligned with the emerging technologies and national priorities. Introducing contemporary courses, removing outdated courses, and promoting interdisciplinary education, with a strong focus on technology-based application-oriented learning and research needs special focus.
2. The postgraduate and doctoral programmes at NITs/IIST should focus on innovation and applied research in high-technology domains such as AI/ML, data analytics, cybersecurity, advanced materials, and semiconductor technologies.
3. The Programmes in fields other than engineering and technology such as humanities, etc. should be based on their integration with technology to achieve the goal of Viksit and Atmanirbhar Bharat by 2047.

(Action: Director of All NITs/IIST)

(Time frame: 6 Months)

### **Item No.13.6: Implementation of Multiple Entry and Multiple Exit (MEME) Policy in academic programmes in NITs and IIST Shibpur.**

Prof. P.K. Jain, Director, NIT Patna, presented a report highlighting that 21 NITs have adopted multiple exit options, however, there is lack of uniformity across NITs and mechanisms for MEME across institutions are yet to be implemented. A detailed draft framework for operationalizing the MEME options, a cornerstone of NEP 2020 designed to meet the flexible, student-centric higher education system, was presented.

### **Recommendations:**

- (1) The Council approved the proposed guidelines for Multiple Entry and Multiple Exit (MEME) in principle and advised all NITs and IIST to complete the mandatory common eligibility requirement for MEME as per the guidelines within 3 months.
- (2) All NITs and IIST should adopt flexible exit options-certification after one year, diploma after 2 years, degree after 3/4 years.
- (3) All NITs and IIST should work-out mechanism to allow flexibility to permit the students for delayed joining of the programme after acceptance of seat or exiting the programme mid-way for reasons including academic, research, entrepreneurial, employment, medical, etc. and joining later subject to an upper limit on the maximum duration allowed for completion of the degree of 7 years for UG, 5 for PG, 8 years for PhD. Wherever required, suitable gap-bridging courses may be mandated.
- (4) High performing students may be permitted to graduate early (e.g. 4 year degree in 3 years) through accelerated pathways without diluting academic requirement.

- (5) NITs/IEST should further strengthen the practice of allowing a one-semester industry internship focused on practical, real-world learning to substitute for a classroom semester, with credits assigned on successful completion, and also allow start-up internships, and product innovation attachments.
- (6) NIT/IEST should encourage student mobility of 5% undergraduate students. A dedicated portal for academic flexibility and student mobility for NITs/IEST students should be developed, with MNIT Jaipur taking the lead to design and implement the portal in coordination with all NITs/IEST within 3 months.

(Action: Director of All NITs/IEST)

(Time frame: 3-6 Month)

### **Item No.13.7: Reforms in Ph.D. Programmes of NITs and IEST**

The Council observed that PhD programmes are often unduly prolonged, frequently extending beyond five years, due to administrative delays, extensive coursework requirements, delayed or inconsistent guidance, and infrastructure constraints. It also noted that uniform PhD intake quotas, applied irrespective of faculty interest and research engagement, result in uneven supervision quality. Further, the existing PhD framework needs to be strengthened to have further well-defined, project-based structures and measurable outcomes aligned with national priorities and industry needs.

After detailed deliberation, the Council approved the following 360 degree PhD reforms for NITs/IEST:

#### **Recommendations:**

1. The Ph.D. topics must align with national priorities/missions. A portal should be created for faculty to list openings vetted by expert committees and for students to submit their proposals. Indicative PhD problem statements may be submitted prior to student admission with flexibility for refinement after the student joins.
2. Out of the total Ph.D. intake at least 5% of Ph.D. intake must be industry-funded and at least 10% of Ph.D. intake must be industry-led (co-defined and co-supervised by industry partners).
3. Industry-relevant and problem-driven research topics, particularly in applied, translational, and product-oriented domains, should be identified and co-defined in consultation with industry partners to address real-world engineering and technological challenges.
4. The limit per Faculty scholars should be fluid. High-performing faculty with significant research impact and industrial consultancy should be assigned more students.
5. Short-term industry immersion, internships, or mobility opportunities should be encouraged for Ph.D. scholars in collaboration with industry and national laboratories.
6. Ph.D. scholars may be allowed to start their coursework and research simultaneously from day one, wherever possible and desirable.

7. The scholar completing their Ph.D. early, may be provided the Teaching Assistantships, start-up grants, or Post-doc fellowships from the balance fellowship at the Institute.
8. In order to address the gender gap in research, on case to case evaluation, the female Ph.D. scholars at NIT/IEST may be provided an additional one-year extension (making a total of 6 years) of fellowship from the Institute's Internal Revenue Generation (IRG). This will be subject to limit of 15% of total female scholars annually.
9. The Ph.D. progress should be monitored via a six-monthly external review by an independent committee.
10. The concept of product-based Ph.D. should be introduced at every Institute where the outcome is a deployable technology or product, minimizing the need for publishing of research papers.
11. The Ph.D. scholars should be encouraged to pursue entrepreneurship, start-ups, and industry consultancy, in line with national innovation and 'Aatmanirbhar' objectives.
12. To measure quality of PhD research, the KPIs should include research impact, innovation and originality, collaboration and industry engagement, timely completion, and adherence to ethical standards.
13. High impact research should be prioritised rather than number of papers published in terms of outcomes.

(Action: Director of All NITs/IEST/ MoE)

(Time frame: 12 Month)

### **Item No.13.8: Establishment of Research Parks & innovation / Incubation Centres in NITs / IEST for boosting Startup ecosystem**

The Council emphasised the need for strengthening innovation, research translation and startup ecosystem within HEIs and encourage students to be job creators rather than job seekers. It was observed that several leading global universities have leveraged startup ecosystem within HEIs to drive innovation, industrial partnerships and economic development. Further, it was noted that currently there are 29 incubation centres across 19 NITs and close to 400 startups incubated mainly in 5 NITs viz. Surathkal, Rourkela, Tiruchirappalli, Calicut and Jaipur; however, there is a need to build a more robust innovation ecosystem across 31 NITs and IEST.

Prof. B. Ravi, Director, NITK Surathkal, presented the Institute's "Innovation & Entrepreneurship Policy" as a potential model. After detailed discussions, the Council approved the following:

#### **Recommendations:**

1. A Chief Mentor will be appointed by the Council sixto oversee the establishment of Research Parks in selected NITs and Incubation Centres across all NITs/IEST.
2. All NITs/IEST should adopt the Innovation & Entrepreneurship Policy of NITK Surathkal, in principle with flexibility for amendments as per its needs/context.
3. The 13 NITs without an incubation centre must establish an incubation centre within one year.
4. Each NIT/IEST must engage 5-10 mentors from among unicorn/soonicorn founders or successful entrepreneur alumni to guide innovation within the Institute.

5. Each NIT/IEST should nominate two faculty members as Points of Contact (PoCs) for innovation and entrepreneurship. NITK Surathkal will lead a meeting with Start-up India, Invest India, and SIDBI within 3 months to strengthen startup ecosystem, industry linkages and funding access.
6. The NITK Surathkal, in coordination with all NITs/IEST, will organize an annual "Pitching Conclave" in next six months for start-ups associated with NITs/IEST to pitch to investors and industry stakeholders. This should be made into an annual event.
7. At least 10 NITs/IEST should immediately initiate the establishment of a Research Park, as decided with individual institutes in ensuing meetings.

(Action: Director of All NITs/IEST)

(Time frame: 3-12 Months)

### **Item No.13.9: Peer Review of NITs and IEST, Shibpur**

The Council reviewed the status of external peer reviews which is essential for maintaining quality and aligning programs with national and global standards. It was observed that only five NITs have completed a peer review once since 2014 and other NITs have got academic audit done. Reference was made to GFR 229 (ix), which mandates peer reviews for autonomous organizations every three to five years.

Prof. Rangan Banerjee, Director, IIT Delhi and Special Invitee to the Council meeting, presented a structured framework for external peer review and strategic visioning across academic units in IITs. The primary objective is to obtain independent, expert feedback on each unit's long term vision defined over a 10 years' horizon and assess progress through a mid-course review every five years. This process aims to sharpen academic focus, identify gaps, and align educational and research programs with broader intellectual and societal imperatives. The key areas of evaluation include research output and impact, curriculum design and delivery, learning outcomes, and operational aspects such as leadership, governance, and resource allocation. The expert group delivers a report with recommendations, followed by a formal response from the academic unit outlining its action plan. The presentation emphasized that the approach should be consultative and interactive, with continued engagement from external experts.

The Council approved the following for NITs/IEST:

### **Recommendations:**

1. All NITs/IEST must adopt a 10-year visioning and a 5-year mid-course peer review cycle for academic units to ensure strategic alignment and continuous improvement.
2. All NITs/IEST must complete pending peer reviews within one year.
3. All NITs/IEST should involve Expert and Stakeholder (national and international) of diverse, high calibre in the panels and facilitate structured interactions with faculty, students, and staff for comprehensive feedback to assess performance against clear Key Performance Indicators (KPIs).

4. Peer review outcomes should be linked to policy decisions, resource allocation and incentives.
5. The Peer review findings must be presented in a special meeting of the Board of Governors (BoG) to plan corrective measures.
6. The NITs may seek support for conducting high-quality reviews, as appropriate from any of the four IITs, namely IIT Delhi, IIT Kanpur, IIT Madras, or IIT Bombay.

(Action: Director of All NITs/IEST)

(Time frame: 12 Month)

**Item No.13.10: Report of the committee constituted to examine and suggest ways to improve evaluation and assessment standards in NITs / IEST**

A Committee comprising Directors of IEST Shibpur, NIT Tiruchirappalli and NIT Puducherry was constituted to examine ways to improve assessment standards across NITs and IEST. The committee identified wide variations in total credits, curriculum rigidity and assessment methods across NITs/IEST. Prof. V. M. S. R. Murthy, Director, IEST Shibpur, presented the committee recommendations which was focused on making assessments more competency-based.

**Recommendations:**

The Council decided to constitute a committee of 3 members to examine best practices across NITs/IEST and IITs, take suggestions from all Institutes and recommend a clear framework for evaluation and assessment for implementation across all NITs/IEST.

(Action: Director of All NITs/IEST/ Ministry of Education)

(Time frame: 6 Months)

**Item No.13.11: Accreditation of NITs / IEST**

The status of accreditation of NITs and IEST under national accreditation frameworks alongwith the Report of the Overarching Committee under the Chairmanship of Dr. K Radhakrishnan former ISRO Chairman for developing a revised methodology for accreditation was discussed. It was noted that accreditation is a critical instrument to strengthen institutional quality assurance mechanisms governance standards, global recognition, and stakeholder confidence and needed for uniform participation of all NITs and IEST.

**Recommendations:**

1. The Council welcomed the proposed accreditation reforms and affirmed its full cooperation for their implementation.
2. A sub-Committee of Directors of NITs/IEST will be formed to support / assist the accreditation body in formulating appropriate and effective criteria for the accreditation of INIs such as NITs so that the institutions are suitably challenged and encouraged by the accreditation.

3. It was decided that all eligible academic programmes offered by NITs and IEST should obtain NBA accreditation, with timely renewal to ensure continuous compliance with quality standards. The status of progress made in this regard should be placed in the BoG meeting of the Institute from time to time.

(Action: Director of All NITs/IEST/ Ministry of Education)  
(Time frame: 12 Months)

**Item No.13.12: Recommendations of Dr. D.B. Phatak Committee constituted to look into the issues concerning faculty recruitment in NITs and IEST**

Prof. K.K. Shukla, Director, MANIT Bhopal presented the report of the committee constituted to examine the issues related to faculty recruitment in NITs and IEST which was chaired by Dr. D.B. Phatak. The challenges in faculty recruitment, eligibility norms, credit point computation, and uniformity of standards were discussed alongwith credit point computation and revised eligibility criteria for faculty recruitment. During deliberations, the members were of the view that the credit point system at NITs and IEST needs to be reviewed again in line with practices being followed at other premier organisations (IITs, IIMs etc.) and a comprehensive view from all stake holders may be obtained before implementation.

**Recommendations:**

1. A separate committee shall be constituted to review the present proposal in line with practices being followed at other premier organisations (IITs, IIMs etc) to obtain a comprehensive view from all stake holders and thereafter a proposal be submitted to the Council.
2. Till such time the present practice may continue for faculty recruitment.

(Action: Ministry of Education)  
(Time frame: 6 Months)

**Item No.13.13: Engagement of Professor / Associate Professor of Practice for industry-academia interaction**

The Council discussed the report of the Committee constituted under the chairmanship of Dr. K. Radhakrishnan, Chairman, Standing Committee of the IIT Council (former Secretary & Chairman, ISRO) and comprising members from industry as well as academia for suggesting measures for Recruitment of Faculties in IITs - Industry Interaction and Mobility of Faculty. The Report delineates (in paragraph 7) the policy guidelines recommended for engaging Professors of Practice (PoPs) and prescribes the eligibility, selection procedure, duration of engagement, the possible activities, the financial package and upper limit (of 5-10%) for the number of PoPs that could be engaged.

It was noted that currently only 12 NITs are employing PoPs, and even in those, the numbers are limited. It was emphasized that there is a need to significantly enhance industry interaction through wider and more effective engagement of PoPs.

### **Recommendations:**

The Council accepted the recommendations of the Dr. K. Radhakrishnan Committee for the engagement of Professors of Practice in-principle. All NITs/IEST decided to initiate immediate steps to engage Professors of Practice (PoPs) equivalent to 5%–10% of their total faculty strength, to deepen the industry readiness of our engineers.

(Action: Ministry of Education/ Directors of NITs and IEST)

(Time frame: 6 Months)

### **Item No.13.14: Appointment of Deputy Directors in NITs as per amended Statutes**

The Council observed that the NIT Statutes were amended in 2017 to allow for appointment of Deputy Directors which is critical not only for continuity of administrative and academic functions but also to strengthen institutional governance. Furthermore, it helps develop a robust leadership pipeline, ensuring that experienced and capable faculty are prepared for future top management roles in the HEIs. It was noted that currently only 1 NIT i.e. NIT Jamshedpur has Deputy Director.

### **Recommendations:**

The Council decided that all 30 NITs and IEST currently without Deputy Directors should immediately initiate the process for the appointment of Deputy Director in their Institutes and report progress in every BOG meeting.

(Action: Directors of NITs and IEST)

(Time frame: 3 Months)

### **Item No.13.15: Amendment in Recruitment Rules (2019) for the post of Registrar in NITs & IEST and recommend revision of Recruitment Rules (2019) for Non-Teaching Employees**

It was brought to the notice of the Council that the present set of Recruitment Rules (RRs)-2019 for the post of Registrar in NITs / IEST has an inadvertent error in the essential experience prescribed for the post which needs amendment on priority.

The Council also noted DoP&T guidelines requiring review of Recruitment Rules (RRs) every five years (OM dated 31.12.2010, reiterated on 25.03.2014) and the OM dated 05.02.2018 enhancing the deputation age limit to 58 years for SAG level and above (Level 14+), with directions to amend relevant rules. Accordingly, the Council emphasized that the Recruitment Rules (2019) for non-teaching staff of NITs and IEST, Shibpur should be reviewed in line with Government of India instructions.

### **Recommendations:**

1. The Council approved the following amendment to the RRs for the post of Registrar:

| Existing Provisions                                                                                                                                                                                                                              | Amendment                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Age Limit</b> (prescribed in Sl.No.6)                                                                                                                                                                                                         | <b>Age Limit</b> (prescribed in Sl.No.6)                                                                                                                                                                                                                                                                                                    |
| 56 years                                                                                                                                                                                                                                         | 58 years                                                                                                                                                                                                                                                                                                                                    |
| <b>Experience</b> (prescribed in Sl.No.11)                                                                                                                                                                                                       | <b>Experience</b> (prescribed in Sl.No.11)                                                                                                                                                                                                                                                                                                  |
| (i) holding analogous post.                                                                                                                                                                                                                      | (i) holding analogous post <u><b>on regular basis in parent Department / Organisation in Central / State Government / UTs / PSUs / Universities / Research Institutes; or</b></u>                                                                                                                                                           |
| (ii) At least 15 years' experience as Assistant Professor in the AGP of 7000/- and above or with 8 years of service in the AGP of 8000/- and above including Associate Professor alongwith 3 years' experience in educational administration; or | (ii) At least 15 years' experience as Assistant Professor in the AGP of 7000/- ( <u><b>Pay Level-11 or corresponding</b></u> ) and above or with 8 years of service in the AGP of 8000/- ( <u><b>Pay Level-12 or corresponding</b></u> ) and above including Associate Professor with 3 year's experience in educational administration; or |
| (iii) comparable experience in research establishment and / or other Institutions of higher education; or                                                                                                                                        | (iii) comparable experience in research establishment and / or other Institutions of higher education; or                                                                                                                                                                                                                                   |
| (iv) 15 years of administrative experience, of which 8 years shall be as Deputy Registrar or an equivalent post in the GP of Rs.7600/- or above.                                                                                                 | (iv) 15 years of administrative experience, of which 8 years shall be as Deputy Registrar or an equivalent post in the GP of Rs.7600/- ( <u><b>Pay Level-12 or corresponding</b></u> ) or above.                                                                                                                                            |
| Desirable                                                                                                                                                                                                                                        | Desirable                                                                                                                                                                                                                                                                                                                                   |
| (i) Qualification in area of Management / Engineering / Law.                                                                                                                                                                                     | (i) Qualification in area of Management / Engineering / Law.                                                                                                                                                                                                                                                                                |
| (ii) Experience in Computerized administration / legal / financial / establishment matters.                                                                                                                                                      | (ii) Experience in Computerized administration / legal / financial / establishment matters.                                                                                                                                                                                                                                                 |

2. The Vice-Chairman NITSER Council was authorized to constitute a Committee to undertake the exercise for review of existing non-teaching RRs (2019) which have not been amended in the last five years and submit the report for approval of the Chairman of the Council of NITSER.

(Action: Ministry of Education/ Directors of NITs and IIST)

(Time frame: 6 Months)

**Item No.13.16: Amendment to Statute to allow BoG member (Director IIT) to act as the Chairperson for their particular BoG meeting till a regular/ temporary Chairperson is nominated by the Visitor.**

To prevent administrative difficulties at the Institutes during vacancies in the office of the regular / officiating Chairperson of NITs/IEST, the Council deliberated on an interim arrangement.

**Recommendations:**

The Council recommended that in the absence of a regular or officiating Chairperson of the BoG and where it is deemed expedient to convene a BoG meeting, the Director of the IIT in whose zone the Institute is located, and who is also a member of the BoG as per section 11(g) of the NITSER Act 2007, may be allowed to act as the Interim Chairperson for that particular meeting. The arrangement would ensure that crucial and time-bound decisions are taken expeditiously and in the best interests of the Institute. NITs/IEST decided to initiate suitable amendments in the Statutes for approval of the Visitor.

(Action: Directors of NITs and IEST)

(Time frame: 3 Months)

**Item No.13.17: To consider increasing the maximum number of Deans from existing 6 to 10 to expand and manage academic activities.**

The Council noted that NITs/IEST have expanded substantially in academics, research and institutional activities (industry partnerships, incubation/innovation, international collaborations, student support and placements). It was observed that the present cap of six Deans is inadequate for effective oversight of these functions. Accordingly, it was proposed to enhance the permissible number of Deans from six to ten, to be nominated by the Director from among Professors/Associate Professors.

**Recommendations:**

1. The Council decided to enhance the permissible number of Deans in NITs/IEST from six to ten to meet current and future needs.
2. The Council decided that the roles/responsibilities of the additional Deanship positions shall be determined by the Board of Governors of the respective institution, in terms of Schedule 'C' of the Statutes.
3. The Council decided that each Dean may be supported by Associate Deans and Faculty/Professor-in-Charge, depending on workload.
4. The Council noted that the expanded governance structure is expected to improve efficiency, accountability, coordination among departments, and strategic initiatives such as innovation, internationalization, and industry engagement.
5. NITs/IEST decided to initiate necessary amendments to their Statute.

(Action: Directors of NITs and IEST)

(Time frame: 3 Months)

### **Item No.13.18: Ranking Performance of NITs and IEST**

Prof. G. Aghila, Director, NIT Tiruchirappalli, presented the best practices followed at NIT Tiruchirappalli along with a three-year review of the NIRF (Engineering and Overall) rankings for NITs and IEST. The Council noted with concern that some institutions are not featuring in the Top 100 of the Engineering category, and some have experienced a decline in their rankings over recent years which needs focused attention and corrective actions.

#### **Recommendations:**

1. All the Directors of NITs/IEST were asked to prepare targeted roadmaps for improving institutional performance and rankings. It was further emphasised that the Directors must ensure 100% accuracy and integrity of data submitted to NIRF to preserve the sanctity of the ranking process.
2. The Council directed that the Ranking performance and subsequent analysis must be reported in the Board of Governors (BoG) meetings of the respective Institutes on a regular basis.

(Action: Directors of all NITs and IEST)

### **Item No.13.19: Operationalization of Secretariat of Council of NITSER and Development of Management Information System (MIS) for NITs & IEST.**

Ms. Garima Sharma, Director (NITs), Ministry of Education presented the information about operationalisation of Secretariat of the Council of NITSER and development of a centralized Management Information System (MIS), NIT DataHub. The Council was informed that, in line with its earlier decision, the Secretary (HE), in his capacity as Vice-Chairman of the Council of NITSER, had approved the operationalisation of the Council Secretariat with a defined support structure, including MIS development, engagement of faculty / consultants / young professionals, and support for policy, administrative, legal, project monitoring and outreach functions. Further, it was informed that NIT DataHub intends to capture comprehensive data from all NITs and IEST Shibpur spanning students, faculty, alumni, research, placements, and more.

#### **Recommendations:**

1. The Council appreciated the initiatives.
2. It was decided to strengthen NIT DataHub portal with comprehensive data; and student-relevant data pertaining to NITs should be made publicly accessible in 6 months.
3. It was emphasised that NIT DataHub should be the single, authoritative source for all data related to NITs. and that it should be integrated with national portals such as NIRF, AISHE, NAAC, etc. by linking these platforms through APIs, eliminating duplicate data submission.
4. It was agreed that the data should be used to evaluate the performance of individual NITs and the allocation of funds under OH-31 and OH-35 to an extent should be linked to performance outcomes based on these evaluations.

(Action: Ministry of Education/ MNIT Jaipur/Directors of all NITs and IEST)

**Item No.13.20: Promoting Bharatiya Bhasha to Promote Inclusivity in NITs/ IEST**

The Chairperson of the Council laid great emphasis on linguistic inclusivity in higher technical education, noting that India is a multilingual country and that students admitted to NITs/IEST come from diverse linguistic backgrounds and mediums of instruction. In this context, it was noted that JEE (Main) is conducted in 12 'Bharatiya Bhasha' in addition to English.

**Recommendations:**

1. The Council decided that all NITs/IEST should develop suitable models, particularly in the first semester, to address language-related challenges and provide students with choice-based language support for learning or revising concepts in a language of their preference.
2. The Council further decided that Institutes should explore AI-enabled solutions, including creation of multilingual video content using AI-based transcription and translation tools, as well as real-time or near real-time translation of English lectures into Bharatiya Bhasha.
3. The Council also decided that Institutes should explore translation of selected study and reference materials into regional languages, based on their requirements.

(Action: Directors of all NITs & IEST)  
(Time frame: 12 Months)

**Item No.13.21: Reporting of Amendments in Statutes of NITs/IEST**

The Council noted amendment in the Statutes as approved by the Hon'ble Visitor through insertion of sub-clause (v) in Clause 14 of the Statutes of NITs & IEST-Shibpur and notified by the respective Institute in the Gazette of India Extraordinary in the year 2025.

**Item No.13.22: Reporting of decisions taken by the Hon'ble Education Minister in his capacity as the Chairperson of the Council of NITSER**

The Council noted and ratified the following decisions which were taken with the approval of the Hon'ble Education Minister, in his capacity as the Chairperson of the Council of NITSER:

1. Entrustment of CSAB, DASA and CCMT & CCMN for the academic years 2020-2021, 2021-2022, 2022-2023, 2023-2024, 2024-2025, 2025-2026 and 2026-2027.
2. Finalizing panel of names in 2022 for nomination of Visitor's nominees on faculty Selection Committee.
3. Constitution of Dr. Phatak Committee to look into the issues concerning faculty recruitments in NITs & IEST-Shibpur.
4. Referring the amendments in the Statutes to the Hon'ble Visitor of NITs & IEST, Shibpur for approval.

5. Amendment in the Recruitment Rule (2019) for the post of Superintending Engineer in NITs & IEST, Shibpur.
6. Any other decision taken in the best interest of NITs & IEST-Shibpur, not specifically mentioned above.

**Item No.13.23: To consider and approve the recommendations of the Standing Committee of IISERs**

The Council was briefed about the recommendations made during the 3rd IISER Standing Committee meeting held on 13th January 2026, under the Chairpersonship of the Hon'ble Education Minister. The recommendations of the Standing Committee of IISERs is placed at **Annexure – II.**

**Recommendations:**

1. The Council formally approved the recommendations of the Standing Committee of IISERs as presented in **Annexure – II.**
2. The Ministry of Education may issue necessary instructions to the Institutes for the implementation of the same.

(Action: Ministry of Education, All IISERs)

**Item No.13.24: Any Other Item with the Permission of the Chair**

NIL

**Concluding Remarks:**

The Hon'ble Minister of Education, Chairperson, NITSER Council, in his concluding remarks, appreciated the collective efforts of the Council members, institutional leaders, faculty, and officials in strengthening the NITs and IEST Shibpur. He emphasized that NITs are the backbone of the nation and have greatly contributed to the industry. He also emphasized that NITs and IEST must emerge as dynamic centres of excellence aligned with national priorities, critical and emerging technologies, and the aspirations of Aatmanirbhar Bharat and Viksit Bharat@2047. He stressed that curricula should be future-oriented, PhD programmes should be industry-centric and outcome-driven, and industry-led curriculum committees should be constituted to respond to emerging job roles and 21st century requirements. He underscored the importance of accreditation as a key quality assurance mechanism and observed that these institutions are poised to become vibrant hubs of applied education, research, innovation, entrepreneurship and future-ready workforce development. He also highlighted the need to promote linguistic inclusivity through Bharatiya Bhashas and AI-enabled multilingual learning so that students from diverse backgrounds are empowered to learn effectively.

The meeting concluded with a vote of thanks.

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**List of Participants attended the 13<sup>th</sup> meeting of the Council of NITSER on 13.01.2026**

| <b>Sl.No.</b> | <b>Name and Designation</b>                                                                                                                              |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.            | <b>SHRI DHARMENDRA PRADHAN</b><br>Minister of Education<br><b>Chairman, Council of NITSER</b>                                                            |
| 2.            | <b>DR. VINEET JOSHI</b><br>Secretary (Higher Education)<br>Ministry of Education<br><b>Vice – Chairman, Council of NITSER</b>                            |
| 3.            | <b>MS. SAUMYA GUPTA</b><br>Joint Secretary (TE), Department of Higher Education<br>Ministry of Education<br><b>Member – Secretary, Council of NITSER</b> |
| 4.            | <b>SHRI SANJOG KAPOOR</b><br>Joint Secretary & Financial Adviser<br>Ministry of Education                                                                |
| 5.            | <b>SHRI GHANSHYAM TIWARI</b><br>Member of Parliament<br>Rajya Sabha                                                                                      |
| 6.            | <b>SHRI SHASHANK MANI</b><br>Member of Parliament<br>Lok Sabha                                                                                           |
| 7.            | <b>SHRI S. KRISHNAN</b><br>Secretary<br>Department of Electronics & Information Technology<br>Ministry of Electronics & Information Technology           |
| 8.            | <b>DR. VINEET JOSHI</b><br>Chairman<br>University Grants Commission (UGC), New Delhi                                                                     |
| 9.            | <b>PROF. (RETD.) ARVIND A. NATU</b><br>Chairperson, Indian Institute of Science Education and Research (IISER), Kolkata                                  |
| 10.           | <b>PROF. PRAMOD KUMAR JAIN</b><br>D/o Mechanical & Industrial Engineering, IIT-Roorkee<br>and former Director, IIT (BHU), Varanasi                       |
| 11.           | <b>SHRI BINOD BAWRI</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Agartala (Tripura)                                       |
| 12.           | <b>SHRI SANJAY GUPTA</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Hamirpur (Himachal Pradesh)                             |
| 13.           | <b>AR. HABEEB KHAN</b><br>Chairperson, Board of Governors<br>Malaviya National Institute of Technology, Jaipur (Rajasthan)                               |
| 14.           | <b>DR. J.S YADAV</b><br>Chairperson, Board of Governors<br>Dr. B.R Ambedkar National Institute of Technology, Jalandhar (Punjab)                         |

| Sl.No. | Name and Designation                                                                                                                      |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 15.    | <b>SHRI SUNIL ALAGH</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Jamshedpur (Jharkhand)                    |
| 16.    | <b>SMT. TEJASWINI ANANTHA KUMAR</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Kurukshetra (Haryana)         |
| 17.    | <b>SHRI M MADAN GOPAL</b><br>Chairperson, Board of Governors<br>Visvesvaraya National Institute of Technology, Nagpur (Maharashtra)       |
| 18.    | <b>SHRI SURESH HAVARE</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Raipur (Chhattisgarh)                   |
| 19.    | <b>SHRI MILIND KAMBLE</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Srinagar (Jammu & Kashmir)              |
| 20.    | <b>PROF. DR. BHIM SINGH</b><br>Chairperson, Board of Governors<br>Sardar Vallabhbhai National Institute of Technology, Surat (Gujarat)    |
| 21.    | <b>SHRI M.M. MUGUGAPPAN</b><br>Chairperson, Board of Governors<br>National Institute of Technology Karnataka, Surathkal (Karnataka)       |
| 22.    | <b>AR. AMOGH KUMAR GUPTA</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Tiruchirappalli (Tamil Nadu)         |
| 23.    | <b>SHRI RAMESH KUMAR SARAOGI</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Arunachal Pradesh                |
| 24.    | <b>SHRI BAJRANG LAL BAGRA</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Manipur                             |
| 25.    | <b>SHRI SUNIL ALAGH</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Meghalaya                                 |
| 26.    | <b>SHRI DASARI SHRINIWASULU</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Nagaland                          |
| 27.    | <b>SHRI RAMESH SARAOGI</b><br>Chairperson, Board of Governors<br>National Institute of Technology, Sikkim                                 |
| 28.    | <b>SMT. TEJASWINI ANANTHA KUMAR</b><br>Chairperson, Board of Governors<br>Indian Institute of Engineering Science and Technology, Shibpur |
| 29.    | <b>PROF. SARAT KUMAR PATRA</b><br>Director<br>National Institute of Technology, Agartala                                                  |
| 30.    | <b>PROF. RAMA SHANKER VERMA</b><br>Director<br>Motilal Nehru National Institute of Technology, Allahabad                                  |

| Sl.No. | Name and Designation                                                                                          |
|--------|---------------------------------------------------------------------------------------------------------------|
| 31.    | <b>PROF. K.K. SHUKLA</b><br>Director<br>Maulana Azad National Institute of Technology, Bhopal                 |
| 32.    | <b>PROF. PRASAD KRISHNA</b><br>Director<br>National Institute of Technology, Calicut                          |
| 33.    | <b>PROF. ARVIND CHOUBEY</b><br>Director<br>National Institute of Technology, Durgapur                         |
| 34.    | <b>PROF. HIRALAL MURLIDHAR SURYAWANSHI</b><br>Director<br>National Institute of Technology, Hamirpur          |
| 35.    | <b>PROF. NARAYAN PRASAD PADHY</b><br>Director<br>Malaviya National Institute of Technology, Jaipur            |
| 36.    | <b>PROF. BINOD KUMAR KANAUIA</b><br>Director<br>Dr. B.R. Ambedkar National Institute of Technology, Jalandhar |
| 37.    | <b>PROF. GOUTAM SUTRADHAR</b><br>Director<br>National Institute of Technology, Jamshedpur                     |
| 38.    | <b>PROF. B.V. RAMANA REDDY</b><br>Director<br>National Institute of Technology, Kurukshetra                   |
| 39.    | <b>DR. P. L. PATEL</b><br>Director<br>Visvesvaraya National Institute of Technology, Nagpur                   |
| 40.    | <b>DR. P.K. JAIN</b><br>Director<br>National Institute of Technology, Patna                                   |
| 41.    | <b>PROF. N.V. RAMANA RAO</b><br>Director<br>National Institute of Technology, Raipur                          |
| 42.    | <b>PROF. K UMAMAHESHWAR RAO</b><br>Director<br>National Institute of Technology, Rourkela                     |
| 43.    | <b>PROF. DILIP KUMAR BAIDYA</b><br>Director<br>National Institute of Technology, Silchar                      |
| 44.    | <b>PROF. BINOD KUMAR KANAUIA</b><br>Director (I/c)<br>National Institute of Technology, Srinagar              |
| 45.    | <b>DR. ANUPAM SHUKLA</b><br>Director<br>Sardar Vallabhbhai National Institute of Technology, Surat            |
| 46.    | <b>PROF. BHALLAMUDI RAVI</b><br>Director<br>National Institute of Technology Karnataka, Surathkal             |

| Sl.No. | Name and Designation                                                                                                  |
|--------|-----------------------------------------------------------------------------------------------------------------------|
| 47.    | <b>PROF. (MRS.) G. AGHILA</b><br>Director<br>National Institute of Technology, Tiruchirappalli                        |
| 48.    | <b>PROF. BIDYADHAR SUBUDHI</b><br>Director<br>National Institute of Technology, Warangal                              |
| 49.    | <b>PROF. MOHAN V AWARE</b><br>Director<br>National Institute of Technology, Arunachal Pradesh                         |
| 50.    | <b>DR. AJAY KUMAR SHARMA</b><br>Director<br>National Institute of Technology, Delhi                                   |
| 51.    | <b>PROF. OM PRAKASH JAISWAL</b><br>Director<br>National Institute of Technology, Goa                                  |
| 52.    | <b>PROF. D V L N SOMAYAJULU</b><br>Director<br>National Institute of Technology, Manipur                              |
| 53.    | <b>PROF. PINAKESWAR MAHANTA</b><br>Director<br>National Institute of Technology, Meghalaya                            |
| 54.    | <b>PROF. S. SUNDAR</b><br>Director<br>National Institute of Technology, Mizoram                                       |
| 55.    | <b>PROF. (DR). A. ELAYAPERUMAL</b><br>Director<br>National Institute of Technology, Nagaland                          |
| 56.    | <b>PROF. (DR.) MAKARAND MADHAO GHANGREKAR</b><br>Director<br>National Institute of Technology, Puducherry             |
| 57.    | <b>DR. MAHESH CHANDRA GOVIL</b><br>Director<br>National Institute of Technology, Sikkim                               |
| 58.    | <b>PROF. K.K. SHUKLA</b><br>Director (I/c)<br>National Institute of Technology, Uttarakhand                           |
| 59.    | <b>PROF. N.V RAMANA RAO</b><br>Director (I/c)<br>National Institute of Technology, Andhra Pradesh                     |
| 60.    | <b>PROF. V.M.S.R. Murthy</b><br>Director<br>Indian Institute Engineering Science and Technology, Shibpur              |
| 61.    | <b>SHRI M MADAN GOPAL</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Pune |
| 62.    | <b>DR. J.S YADAV</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Mohali    |

| Sl.No.                  | Name and Designation                                                                                                                               |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| 63.                     | <b>SHRI A.S KIRAN KUMAR</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Bhopal                          |
| 64.                     | <b>PROF. (RETD.) VIJAYLAXMI DESHMANE</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Thiruvananthapuram |
| 65.                     | <b>PROF. (RETD.) A.A. NATU</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Kolkata                      |
| 66.                     | <b>SHRI HARI S. BHARTIA</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Tirupati                        |
| 67.                     | <b>SHRI SATYABRATA DEY</b><br>Chairperson, Board of Governors<br>Indian Institute Science Education and Research, Berhampur                        |
| 68.                     | <b>PROF. SUNIL KUMAR KHARE</b><br>Director<br>Indian Institute Science Education and Research, Kolkata                                             |
| 69.                     | <b>PROF. SUNIL KUMAR BHAGWAT</b><br>Director<br>Indian Institute Science Education and Research, Pune                                              |
| 70.                     | <b>PROF. ANIL KUMAR TRIPATHI</b><br>Director<br>Indian Institute Science Education and Research, Mohali                                            |
| 71.                     | <b>PROF. GOBARDHAN DAS</b><br>Director<br>Indian Institute Science Education and Research, Bhopal                                                  |
| 72.                     | <b>PROF. JARUGU NARASIMHA MOORTHY</b><br>Director<br>Indian Institute Science Education and Research, Thiruvananthapuram                           |
| 73.                     | <b>PROF. SANTANU BHATTACHARYA</b><br>Director<br>Indian Institute Science Education and Research, Tirupati                                         |
| 74.                     | <b>PROF. ASHOK KUMAR GANGULI</b><br>Director<br>Indian Institute Science Education and Research, Berhampur                                         |
| <b>SPECIAL INVITEES</b> |                                                                                                                                                    |
| 75.                     | <b>PROF. ABHAY KARANDIKAR</b><br>Secretary, DST                                                                                                    |
| 76.                     | <b>PROF. RANGAN BANERJEE</b><br>Director, IIT-Delhi                                                                                                |
| 77.                     | <b>PROF. M JAGADESH KUMAR</b><br>Former Chairman, UGC                                                                                              |
| 78.                     | <b>PROF. ANIL D SAHASRABUDHE</b><br>Chairman-EC, NAAC & Chairman- NETF                                                                             |
| 79.                     | <b>MS. DEBJANI GHOSH</b><br>Distinguished Fellow, NITI Aayog                                                                                       |

| Sl.No.                          | Name and Designation                                                                                                                                                      |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 80.                             | <b>SHRI DEEPAK BAGLA</b><br>CEO (Atal Innovation Mission)                                                                                                                 |
| 81.                             | <b>SHRI CHAMU KRISHNA SHASTRY</b><br>Chairman Bharatiya Bhasha Samiti                                                                                                     |
| 82.                             | <b>PROF. SHYAMA RATH</b><br>Member Secretary, AICTE, Delhi                                                                                                                |
| 83.                             | <b>PROF. MANU AWASTHI</b><br>Professor, IIT-Gandhinagar                                                                                                                   |
| 84.                             | <b>PROF. MANISH JAIN</b><br>Professor, IIT-Gandhinagar                                                                                                                    |
| 85.                             | <b>PROF. GOVINDAN RANGARAJAN</b><br>Director, Indian Institute of Science, Bangalore                                                                                      |
| 86.                             | <b>DR. SHEKHAR C. MANDE</b><br>Former Secretary, Department of Scientific and Industrial Research (DSIR)<br>Director General, Council of Scientific & Industrial Research |
| 87.                             | <b>DR. NARESH CHANDRA MURMU</b><br>Director, CSIR-Central Mechanical Engineering Research Institute (CMERI),<br>Durgapur, West Bengal                                     |
| 88.                             | <b>MS. SMITA SRIVASTAVA</b><br>Joint Secretary (UGC), MoE                                                                                                                 |
| 89.                             | <b>SHRI P.K. BANERJEE</b><br>Joint Secretary (Mgt & MC & Scholarship), MoE                                                                                                |
| <b>MoE Officers / Officials</b> |                                                                                                                                                                           |
| 90.                             | <b>SHRI PRIYANK CHATURVEDI</b><br>Director (IISERs), Department of Higher Education,<br>Ministry of Education                                                             |
| 91.                             | <b>MS. GARIMA SHARMA</b><br>Director (NITs), Department of Higher Education,<br>Ministry of Education                                                                     |
| 92.                             | <b>SHRI HEERA LAL</b><br>Deputy Secretary (NITs-I), Department of Higher Education,<br>Ministry of Education                                                              |
| 93.                             | <b>MS. AANCHAL KATIYAR</b><br>CMC, Ministry of Education                                                                                                                  |
| 94.                             | <b>SHRI RAVINDER KUMAR</b><br>Deputy Registrar (NITs), Department of Higher Education,<br>Ministry of Education                                                           |

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### **Minutes of the 3<sup>rd</sup> Meeting of the Standing Committee of Indian Institutes of Science Education and Research held on 13th January 2026 at Bharat Mandapam, New Delhi.**

The 3<sup>rd</sup> meeting of the Standing Committee of Indian Institute of Science Education and Research (IISERs) under the Chairmanship of Shri Dharmendra Pradhan, Hon'ble Minister of Education was held on 13th January, 2026 at Bharat Mandapam, New Delhi. At the outset, Ms. Saumya Gupta, Joint Secretary (Technical Education), Department of Higher Education and Member-Standing Committee of IISERs, welcomed the Chairman and all the other members and invitees present for the meeting. Later, Secretary HE, initiated the discussions on the agenda items for this meeting.

#### **Item no. 3.1: Background and major points of discussion of 2nd Standing Committee meeting held on 07.02.2020**

The Standing Committee was briefed about major points of discussion emanating from 2<sup>nd</sup> Standing Committee meeting of IISERs held on 07.02.2020 such as, improvement in National Institutional Ranking Framework (NIRF) rankings of IISERs, development of a 5-year vision for IISERs, one domain specialization for each IISER, emphasis on aligning and linking research with industrial & societal needs, etc.

[Reporting Item]

#### **Item no. 3.2: Reporting of the new members to the Standing Committee**

The Standing Committee noted the changes in the membership of the Standing Committee as mentioned in the agenda. The Standing Committee welcomed all the new members and expressed appreciation to the outgoing members for their services.

[Reporting Item]

#### **Item no. 3.3: General Presentation on all IISERs**

Director, IISER TVM made a presentation detailing the background of IISERs, their origins, the achievements since their inception in various areas, spanning from student, faculty and non-faculty strengths, performances in the fields of research publications, research projects, start-ups, incubation centres, association of IISERs with national and international research missions and collaborations, etc.

JS(TE) informed the Committee members regarding the data reported by the IISERs on research and innovation activities such as Start-ups, Start-up fund from non-institute sources, faculty engagement in start-ups, number of students participated in Smart India Hackathon, establishment of Innovation Council/MoE Innovation Cell/ Tinkering labs and non-MoE/non-GoI research funding. In this context, the IISERs were advised to benchmark their achievements on these parameters against that of IISc Bangalore and regularly present the same to their respective Board of Governors (BoG). The Committee also recommended IISERs to work towards:

- incubating at least **5–10 start-ups per IISER annually** over the next 2–3 years may be considered.
- mobilizing **₹15–50 crore annually per IISER** through non-institutional/start-up funding sources.
- a minimum of **100 student participants per IISER per year**. Newer IISERs such as Tirupati and Berhampur may initially target at least 50 participants annually over the next 2–3 years, following which they should progressively scale up participation to levels comparable with other IISERs.
- establishing Innovation Councils/MoE Innovation Cells/Tinkering Labs where not yet available.
- at least 5% faculty participation in start-up/innovation activities within the next 5 years.
- proactively pursuing collaborative research projects with industry, international agencies and private foundations. Dedicated industry liaison and sponsored research facilitation mechanisms may be strengthened to enhance external funding. IISERs may endeavour to increase external research funding to at least 15% of cumulative research funding over the next 5 years.

(Action: Directors of all IISERs)

(Time frame: as indicated above)

#### **Item no. 3.4: Vision of IISERs for the next 5-years and 10-years, and the roadmap to achieve it**

Director, IISER, Thiruvananthapuram made a presentation outlining the vision of IISERs for the next 5 and 10 years. The 5-year vision harped on targets such as increasing enrolment, setting up of Centres of Excellence (CoE) in each IISER, increase inter- IISER cooperation, increase the output in research publications, improve national rankings of IISERs, etc. These were aimed at forming the base for leapfrogging of IISERs into achieving the goals outlined under the 10-year plan like emphasizing start-ups, create ‘Extension Centres’ and new campuses for closer engagement with industry and centers of high economic activity, execute national and international mission projects, take steps towards creation of international campus, production of indigenous high-end scientific equipment, etc.

The Standing Committee appreciated the achievements of IISERs and the vision statement and made the following suggestions:

- a. IISERs should collaborate with IITs and other educational institutions with strong Computer Science departments to benefit from the rapidly evolving and advancing AI landscape.
- b. The current perception of industry that R&D in IISERs is more academic than translational, needs to be addressed by forging enhanced partnerships with industry. IISERs must involve potential industry partners in curriculum development, engaging people from industry as Professor of Practice, joint-research and commercialization of products.
- c. The targets should be clearly defined, with crunching of timelines for achieving some of the goals enumerated under the five-year plan. Further, micro-targets may also be fixed with well-defined year-wise goals.

- d. Focus on enhanced alumni engagement, with specific reference to support in co-designing curriculum, inviting them as Professors of Practice, etc.
- e. Creation of national brand is as crucial as building a global brand. IISERs should work towards raising awareness among the students for undertaking scientific research. The information regarding the work being done in IISERs and their achievements should be disseminated to youngsters in their local languages to attract students into building research careers.
- f. The focus should be placed on cultivating and strengthening a culture of collaboration and innovation not just within IISERs, but by engaging with other educational institutions as well.
- g. IISERs may help in bridging the gap between ‘Bhartiya Basha’ and science education to make scientific research in Indian languages more aspirational.
- h. In the specific case of health sector, IISERs should focus on challenges such as early detection and cure of cancer, production of indigenous precision equipment, etc.
- i. Rather than work individually, IISERs should lay emphasis on working in collaboration with other educational institutions such as IITs, IIMs, etc, and industry, so that the research and knowledge being created in IISERs can be used aligned with the societal requirements.

(Action: Director of all IISERs)

### **Item no. 3.5: Trends of NIRF rankings for IISERs and ways to improve them**

Director, IISER, Kolkata made a presentation on trends of NIRF rankings for IISERs and strategic measures for its improvement.

The Standing Committee appreciated the analysis presented and approved the proposal with the following observations:

- a. Since IISERs are a new category of institutions, therefore, their perception would be still building, leading to lower scores. Measures should be undertaken to build their own brand like IITs, by increasing outreach activities and organizing awareness programmes. IISERs should strive to position themselves as the default institutions for youngsters aspiring to undertake scientific research.
- b. Emphasis should be given on improved data management to ensure timely collation and submission of requisite data to NIRF authorities.
- c. Efforts should be made to increase faculty and student strength and start online programmes.

(Action: Director of all IISERs)

### **Item no. 3.6: Excellence in Select Domains of Research and Creation of Centres of Excellence in each IISER**

The Standing Committee was informed that each IISER has identified one specific thematic area or domain, in which they would lead research among IISERs and create a Centre of Excellence (CoE). This would increase collaboration amongst IISERs and reduce duplication of research work like publications, patents, etc. The details of areas in which Inter-IISER Centers of Excellence are to be created are as follows:

|                                 |                                                   |
|---------------------------------|---------------------------------------------------|
| <b>IISER Pune</b>               | <i>Advanced Computing (including Quantum)</i>     |
| <b>IISER Kolkata</b>            | <i>Biotechnology</i>                              |
| <b>IISER Mohali</b>             | <i>Healthcare &amp; Medtech</i>                   |
| <b>IISER Bhopal</b>             | <i>Advanced Materials</i>                         |
| <b>IISER Thiruvananthapuram</b> | <i>Energy/Sustainability &amp; Climate Change</i> |
| <b>IISER Tirupati</b>           | <i>Agri &amp; Food Technologies</i>               |
| <b>IISER Berhampur</b>          | <i>Rare-Earth &amp; Critical Minerals</i>         |

(Action: Director of all IISERs)

(Time frame: 6 months)

**Item no. 3.7: Establishment of Section 8 Companies in each IISER for promotion of research and incubation/innovation**

Director, IISER Berhampur informed the Standing Committee that IISERs have established themselves as institutions undertaking high-quality research. However, the contemporary research and innovation ecosystem requires that the research and development be industry-driven, to enable translation beyond conventional academic pathways. This is now proposed to be done through the establishment of Section 8 companies in each IISER. Though, some IISERs have already taken steps towards formalizing Section 8 companies, it needs to be done across each IISER with renewed vigour.

After deliberations, the Standing Committee welcomed the idea of establishing Section 8 company in IISERs for promotion of research and innovation and approved the proposal with following recommendations:

- Clear goals for next five years together with year-wise break-ups need to be spelt out with firm deadlines.
- Emphasis should be given on identification of appropriate industries and attracting them to open R&D facilities on the campus.
- Considering the aspirational nature of youngsters, the focus should be on deviating from the science education from the traditional model of creating scientists of the future and promoting innovation that contributes to the societal requirements.
- Efforts should be made to inculcate the problem solving ability among students. This may be done by requesting problem statements from industries in nearby regions, and assigning them to students as coursework for identification of appropriate solutions. This would help create culture of innovation amongst students.

(Action: Director of all IISERs)

(Time frame: 6 months)

### **Agenda item no. 3.8: Establishment of a Common Secretariat for IISERs**

After deliberations, the Standing Committee approved the establishment of a Common Secretariat for IISERs.

The achievements of this common Secretariat will be reported to the Committee in next meeting. IISER Mohali would be given the responsibility to host the Secretariat.

(Action: Director, IISER Mohali)

### **Agenda item no. 3.9: Common Management Information System (MIS) for all IISERs**

After deliberations, the Standing Committee approved creation of Common Management Information System (MIS) for all IISERs.

The progress on Common Management Information System (MIS) will be reported to the Standing Committee in next meeting. IISER Thiruvananthapuram would be given the responsibility to host the MIS.

(Action: Director, IISER Thiruvananthapuram)

### **Item no. 3.10: Proposal for reforms in the Ph.D. programmes being offered by IISERs**

Director, IISER Kolkata informed the Standing Committee that despite experienced faculty and appropriate infrastructure, presence of structural weaknesses in PhD program design, may expose doctoral researchers to multiple issues such as funding uncertainty, uneven supervision, governance risks, rigid coursework requirements, etc. It is therefore, essential to develop a PhD programme that is contemporary and incorporates sufficient operational flexibility to enable the institutes to respond effectively to the evolving landscape of scientific research globally.

In line with the above, Director, IISER Kolkata briefed the Standing Committee on the broad reforms being proposed to the PhD programme currently being offered by IISERs. The revised programme would have a dual track structure, giving students the option to choose between research and publication based PhD or one focused on industry-linked research and translational outcomes. The new programme would also have provisions for incentivizing high-performing students, pan-IISER mobility and credit reforms, transparency in identification of PhD topics, multi-faculty supervision, review of the process of allocation of students per faculty, etc.

The Standing Committee appreciated the proposed reforms as being well thought out, particularly the industry focused track, and approved the proposal with following suggestions:

- There is a need to align the research with the requirements of industries. In this context, IISERs may explore the possibility of allowing students to spend one semester on internship with industry to identify their specific problems and work on it when they return to the institute. This may also lead to higher support from industry in terms of scholarships, use of their facilities and appropriate guidance.
- The Ph.D. topics must align with national priorities/missions. A portal should be created for faculty to list openings vetted by expert committees and for students to submit their proposals. Indicative PhD problem statements may be submitted prior to student admission with flexibility for refinement after the student joins.
- Out of the total Ph.D. intake at least 5% of Ph.D. intake must be industry-funded and at least 10% of Ph.D. intake must be industry-led (co-defined and co-supervised by industry partners).
- Industry-relevant and problem-driven research topics, particularly in applied, translational, and product-oriented domains, should be identified and co-defined in consultation with industry partners to address real-world engineering and technological challenges.
- The limit per Faculty scholars should be fluid. High-performing faculty with significant research impact and industrial consultancy should be assigned more students.
- Ph.D. scholars may be allowed to start their coursework and research simultaneously from day one, wherever possible and desirable.
- The scholar completing their Ph.D. early, may be provided the Teaching Assistantships, start-up grants, or Post-doc fellowships from the balance fellowship at the Institute.
- The Ph.D. progress should be monitored via a six-monthly external review by an independent committee.
- The concept of product-based Ph.D. should be introduced at every Institute where the outcome is a deployable technology or product, minimizing the need for publishing of research papers.
- The Ph.D. scholars should be encouraged to pursue entrepreneurship, start-ups, and industry consultancy, in line with national innovation and 'Aatmanirbhar' objectives.
- To measure quality of PhD research, the KPIs should include research impact, innovation and originality, collaboration and industry engagement, timely completion, and adherence to ethical standards.
- High impact research should be prioritised rather than number of papers published in terms of outcomes.

(Action: Directors of all IISERs)

(Time frame: 1 year)

### **Item no. 3.11: Indian Knowledge System in IISERs**

Director, IISER Tirupati informed the Standing Committee about various measures being undertaken by IISERs to promote the Indian Knowledge System (IKS).

The Standing Committee appreciated the efforts of IISERs and made the following suggestions to further strengthen the integration of IKS:

- a. Promotion of IKS should not be limited to symbolic measures, such as one-day conferences/seminar/workshops, etc., but must delve into inter-disciplinary research.
- b. IISERs should look at the various initiatives taken by IKS Division of Ministry of Education and develop linkages between the websites of respective institutions and IKS.
- c. IIT Kanpur is in the process of developing “Bhāratīya Jñāna Saritā” website, which is a repository of information ancient and contemporary rich Indian knowledge systems. IISERs may utilise this website for promotion of ancient Indian knowledge among students and faculty.

(Action: Directors of all IISERs)

(Time frame: 6 months)

#### **Item no. 3.12: Mentoring distinguished academics for leadership roles in academia and industry**

Director, IISER Bhopal informed the Standing Committee of the proposed training programme to be instituted by IISERs for systematically preparing its faculty members for senior institutional roles. The programme would be aimed at bright and high performing faculty, including young Associate Professors, from each IISER, with demonstrated leadership experience. The responsibility for conducting first such training programme is assigned to IISER Tirupati.

After deliberations, the Standing Committee approved the proposal with following suggestions:

- a. IISERs may explore the possibility of partnering with Indian National Science Academy (INSA), which already conducts Leadership Development Programme in Science and Technology (LEADS) programme, in collaboration with National Centre for Good Governance, New Delhi, to mentor mid-career scientists for taking up role of leadership in future.
- b. Such training programmes may be initiated at other institutions as well, with the faculty from one institute being allowed to train across different institutions for capacity building.

(Action: Director, IISER Tirupati)

(Time frame: 6 months)

#### **Item no. 3.13: Establishing Research Chairs in IISERs to promote research**

Director, IISER Berhampur, informed the Standing Committee about the plans of IISERs to constitute Research Chairs in each IISER to significantly enhance the research ecosystem of the IISERs, improve their national and international standing, and contribute to

the long-term goal of building globally competitive centres of excellence in science education and research.

(Action: Directors of all IISERs)

(Time frame: 6 months)

**Item no. 3.14: Introducing pathways for students in IISER admissions based on their performance in International Olympiads**

Director, IISER Pune informed the Standing Committee about the proposed plan of attracting talented students by way of introducing pathway for students in IISER Admissions based on their performance in International Olympiads. This would also be done through the current centralized counselling to ensure transparency and fairness in the process. IISERs may also explore the modalities to introduce a sports pathway for undergraduate admissions on the lines of IIT Madras and IIT Indore.

(Action: Directors of all IISERs)

(Time frame: 6 months)

**Item no. 3.15: Amendment to Statute to allow any external member of the Board of Governors (BoG) to act as the Chairperson in case of absence of a regular/in-charge Chairperson till the nomination of a regular/in-charge Chairperson**

The Standing Committee noted that nomination of a regular or in-charge Chairperson by the Visitor may take time due to administrative reasons or exigencies. During this period, the meetings of Board of Governors (BoG) cannot be convened, which impacts the functioning of the institutions, particularly on urgent and sensitive matters, including legal issues and those related to recruitment. Accordingly, the Standing Committee approved initiating the process for amending the Statutes suitably to address the concerns raised in this regard.

(Action: MoE)

(Time frame: 2 months)

**Item no. 3.16: Supporting the Students with Bharatiya Bhasha backgrounds**

Director, IISER Tirupati informed the Standing Committee that IISERs admit students from across the country. Therefore, these students have different Bharatiya Bhasha backgrounds, and may not be proficient in English language as a medium of instruction and learning. Their transition to the medium of instruction in IISER can present challenges in comprehension, classroom participation, and academic confidence, which can hinder performance despite genuine ability. Accordingly, there is a need to undertake steps to support such students.

Director, IISER Mohali informed that at IISER Mohali, senior students are identified who explain the concepts to their juniors in their respective local language. Such senior students are paid honorarium for this support. A similar mechanism is also in place at IISER Pune.

After deliberations, Standing Committee approved the proposal with following suggestions:

- a. IISERs may identify faculty who are willing to write content in Bhartiya Bhasha. This faculty can be associated with the 'Bhartiya Bhasha Pustak Pariyojna' of Ministry of Education, which is aimed at providing both the original work and its translation into regional languages, to students.
- b. The study material of different courses may be translated and made available to students in their respective mother-tongue, which would help them in understanding the concepts better.

The action taken by IISERs in this regard and the associated outcomes would be presented to the Standing Committee in its next meeting.

(Action: Directors of all IISERs)  
(Time frame: 12 months)

### **Item no. 3.17: Implementation of pan IISER Multiple-Entry and Multiple- Exit**

Director, IISER Mohali informed the Standing Committee that IISERs have formulated the policy regarding Multiple-exit and it is under implementation. However, the policy regarding Multiple-entry needs further deliberations, for which a committee of Deans (Academic) has been constituted to devise uniform modalities thereof.

The Chairperson observed that IISERs are repository of knowledge and experience. They are not just research labs or education institutions that are working in isolation; rather, they have dual nature, combining both research and education. Therefore, they need to create a culture of openness and establish interactive facilities, open to other education institutions, research labs and industries.

After deliberations, Standing Committee approved the proposal with following suggestions:

- (1) The Committee approved the proposed guidelines for Multiple Entry and Multiple Exit (MEME) in principle and advised all IISERs to complete the mandatory common eligibility requirement for MEME as per the guidelines within 3 months.
- (2) IISERs may create supernumerary seats to implement Multiple-entry mechanism between IISER system.
- (3) At the beginning of each semester, IISERs may collate information regarding courses to be taught, the faculty who would be teaching it and number of seats available

under a particular course. This information may then be disseminated to students not just across all IISERs, but also to all other higher education institution.

(4) In order to incentivize students of nearby Central Universities (CUs), IISERs may explore the possibility of allowing willing students from such CUs to spend one or two semesters in IISERs subject to pre-decided qualification criteria.

(5) All IISERs should work-out mechanism to allow flexibility to permit the students for delayed joining of the programme after acceptance of seat or exiting the programme mid-way for reasons including academic, research, entrepreneurial, employment, medical, etc. and joining later subject to an upper limit on the maximum duration allowed for completion of the degree of 7 years for UG, 5 for PG, 8 years for PhD. Wherever required, suitable gap-bridging courses may be mandated

(6) IISERs should further strengthen the practice of allowing a one-semester industry internship focused on practical, real-world learning to substitute for a classroom semester, with credits assigned on successful completion, and also allow start-up internships.

(7) A dedicated portal for academic flexibility and student mobility for students should be developed within 3 months.

Action taken in this regard may be presented in the next standing committee meeting.

(Action: Directors of all IISERs)  
(Time frame: 3-6 months)

### **Item no. 3.18: Artificial Intelligence (AI) in IISERs**

Director, IISER Berhampur briefed the Standing Committee on the paradigm shift in scientific research and technological development, and the need to integrate AI in IISER's curriculum and pedagogy.

The Standing Committee deliberated the matter and made the following observations:

- a. In view of the rapid development in the field of AI, it is difficult for the scientific institutions like IISERs to keep pace with the evolving AI landscape. Therefore, there is a need for collaboration between IISERs and institutions with strong Compute Science Departments, like IITs to reap AI benefit.
- b. Integration of AI in curriculum has already been undertaken across various institutions. The AI policy developed by IISc Bangalore may be used as a template by all IISERs for implementing the adoption of AI in curriculum and pedagogy over the next 3-4 months. Instead, IISERs should innovate and devise a strategic plan for implementing AI in scientific research and development.

- c. India's progress and concentration in translational innovation can be leveraged to work towards acceleration of research and product development.
- d. IISERs may explore the work done by IIT Delhi on integrating AI and its impact on students' well-being.

The Chairperson advocated the adoption of existing models and best practices in this regard after appropriate modification to align with the requirements of individual IISERs. He also emphasized on the need to move beyond the current AI application in service sector, and work towards the use of AI in manufacturing. The Chairperson also suggested that the scientific research and its outcomes should recognize and develop in line with society aspiration and market forces. Further, he also suggested IISERs to associate with local community and explore the possibilities of developing a virtual academy, wherein people from anywhere can join IISER's AI platform, undertake virtual research and work towards to developing innovative ideas.

Action taken in this regard may be presented in the next standing committee meeting.

(Action: Directors of all IISERs)

(Time frame: 6 months to 2 years)

### **Item no. 3.19: Outreach in IISERs**

Director, IISER Bhopal informed the Standing Committee about the various outreach activities being undertaken by different IISERs, which not only helped in increasing the awareness science, but also the visibility and perception of IISERs as institutions involved in scientific research. These activities included mentoring school and college teachers; imparting hands-on training to local industry personnel, running school education programme such as Vigyan Jyothi, Vigyan Pratibha, Ek Pehal programme, establishing dedicated science centres/clubs, participating in initiatives such as Ek Bharat Shreshtha Bharat, etc.

[Reporting item]

### **Item no. 3.20: Accreditation**

The Standing Committee was informed that a committee was set up by the Ministry of Education under the Chairmanship of Dr. K Radhakrishnan for strengthening the assessment and accreditation of higher educational institutes. The committee submitted its report titled "Transforming Reforms for Strengthening Assessment and Accreditation of Higher Education Institutions in India". In this report, the committee proposed a shift from a rigid, inspection-heavy grading system to a trust-based, outcome-oriented model. The committee's recommendations aimed to align India's accreditation framework with the National Education Policy (NEP) 2020 through the changes such as Binary Accreditation System; Maturity-Based Graded Accreditation; One Nation, One Data Platform; Stakeholder Vetting (Crowdsourcing); moving from "input-centric" metrics to outcomes and impact-based metrics.

The Chairperson observed that IISERs as well as all other Institute of National Importance (INI) should be covered under the NAAC framework. However, IISERs will have the freedom

in the designing of the accreditation framework and the associated parameters, which would be aligned with the landscape of the research institutions.

The Standing Committee welcomed the report by the Dr. K Radhakrishnan Committee, and placed on record its appreciation of the efforts of the Committee members. It resolved that IISERs will work towards attaining accreditation. It was also decided that a small sub-committee of IISER faculty can assist the accreditation authorities in designing parameters that are suited to research institutions without impacting the autonomy of institutions. While this can be an on-going activity, but the work on adopting the credit framework should start immediately.

(Action: All IISERs)

(Time frame: 1 year)

**Item no. 3.21:**

The event ended with the following events:

- Release of a booklet on 5-year and 10-year Vision Statements of IISERs.
- **Signing of MoUs between Biotech Consortium India Limited (BCIL) and six IISER** to strengthen the innovation ecosystem, technology transfer, industry collaboration and start-up facilitation.
- **Signing of MoU between IIT Madras & IISERs (Bhopal, Thiruvananthapuram and Tirupati) and between IISc Bangalore & IISERs (Kolkata, Pune, Mohali and Berhampur).** These MoUs are expected to facilitate and augment collaborations between the participating institutions in the field of Translational Research, Innovation and Entrepreneurship, including areas such as filing of patents, technology transfer, and launching of incubators and Section 8 companies, etc.

**Item no. 3.22: Any other items with the approval of Chairman**

No item reported.

**Concluding remarks:**

The Hon'ble Minister of Education thanked all participants for their observations and suggestions, which can be adopted by IISERs to catapult their growth. The Hon'ble Minister emphasized the following points:

- IISERs should undertake an in-depth analysis and create an alumni database, including their contributions to their respective areas
- Devise a strategy to improve the participation of local communities and address their requirements
- PhD programmes should be problem-based, and product and industry centric
- IISERs should move beyond Centres of Excellence (CoE), and establish themselves on a commercial model on the lines of BIRAC/DBT in the field of science and on an entrepreneurial model on the lines of ICT, Mumbai.
- IISERs have the responsibility to create an ecosystem for attracting youngsters to the scientific fold, and develop entrepreneurs and innovators from amongst them
- Devise a comprehensive communication strategy to disseminate the achievements of the scientific community of IISERs
- IISERs are expected to create a new culture that contributes to the Indian knowledge economy.

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

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