



## REPORT OF STRATEGIC REVIEW COMMITTEE IIM Visakhapatnam

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Sudha Pillai	- Chairperson
Prof KRS Murthy	- Member
Prof Shyam Sunder	- Member
D. Shivakumar	- Member

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December 2022

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## **Foreword**

In terms of the Indian Institutes of Management Act 2017 and Regulations drawn up by IIMV thereunder, the Board of Governors of the Indian Institute of Management appointed a four-member Strategic Review Committee (SRC) on 29 March 2022.

The SRC comprised the following members:

Sudha Pillai - IAS (Retd)- Chairperson of the Committee

Prof KRS Murthy - former Director, IIM, Bangalore

Prof Shyam Sunder – Professor (Emeritus), Yale University, USA

D. Shivakumar - Industry Expert

The SRC members held several meetings with the Director IIMV - Prof M Chandrasekhar. The IIMV shared extensive information and made presentations covering various facets of the functioning of the Institute. Comprehensive information was provided and the SRC was able to have very meaningful interactions with the Director, faculty, Board of Governors, representatives of the Union and Andhra Pradesh governments, staff, faculty, and alumni of the Institute. Concurrently, the SRC had online meetings amongst themselves. SRC members—Smt. Pillai, Prof KRS Murthy and Shri Shiv Shivakumar visited IIMV from 10-12 October 2022. During this visit, the SRC members met with the stakeholders. Prof Shyam Sunder also joined virtually in the meetings with the Faculty and Members of the Board of Governors.

The SRC discussed and finalized the Report.

The Report of the SRC is based on the fact sheet and data provided by the Institute and the several meetings and visit.

The SRC would like to place on record its gratitude to the Joint Secretary, Higher Education, Ministry of Education, Govt. of India, Principal Secretary Higher Education, Govt. of Andhra Pradesh for sparing the time to have detailed discussions with the SRC. The Committee would also like to thank the Board of Governors for its participation in the deliberations indicating its commitment,

guidance and support to the Institute. The Committee thanks the Director for ably managing the logistics, for his contribution to the quality of discussions and for ensuring involvement of all the stakeholders. Our discussions and interactions were characterized by trust and openness. The SRC would like to thank the Secretary to the Board of Governors for ably assisting the SRC in its online work. Finally, we would like to thank the Director and his entire team for their warm hospitality and efficient management of time throughout our engagement.



Sudha Pillai



Prof. K R S Murthy



Prof. Shyam Sunder



D. Shivakumar

## Executive Summary and Recommendations

The Strategic Review Committee found that IIMV has made rapid progress under the direction and strong leadership provided by the Government of India, Government of Andhra Pradesh, the Board of Governors, and the Director. Started under the mentorship of IIM Bangalore in September 2015 with 54 students and faculty drawn mostly from IIMB, IIMV in a short span of seven years has built its own resources--the infrastructure, faculty, and staff—and has admitted a cohort of 300 students in 2022-23--a creditable achievement. It plans to have 1,000 students within a decade and have an operational financial surplus from 2023-24 onwards. The Institute has taken major initiatives to create and offer long-duration executive development programs over weekends for those in and around Visakhapatnam, and a specialized long-duration program in Digital Governance and Management for the Ministry of Electronics and Information Technology and in entrepreneurship development, especially for women. The Committee appreciates the leadership provided by the Board and the Director.

- SRC recommends that the Institute keep its vision the same as the expectation with which it was set up, namely, “attain standards of global excellence in management, management research and allied areas of knowledge.” The mission and goals could be changed periodically to give a direction on how to progress further towards global excellence.

One of the strengths of the Institute is its open and caring culture, which needs to be nurtured and institutionalized. One of its major weaknesses is the thin spread of its faculty resources. Faculty members do not have enough time for self-development, innovation and research. Global excellence requires abundance of finance and human resources (concentration of faculty, students, and research scholars) and their deployment to offer a rich learning environment and for conduct of advanced research.

- SRC recommends that resource availability and deployment be examined at a strategic level.
- SRC recommends that the Institute develop a long-term plan that balances the vision and mission and the supporting financing over the next 20-25 years, after the government subsidies diminish or end and

diversify the sources of its financing and reduce its dependence on student tuition fees.

SRC finds that IIMV Regulations of 2021 institutionalize the formal systems and processes at the level of the Chairman of the Board. This balancing of autonomy and accountability for decision making at the top is working smoothly because the processes are well-coordinated through informal processes.

- SRC recommends that the Board revisit the regulations and re-balance autonomy and accountability with greater delegation and a balancing of autonomy and accountability at each level of decision making.

Faculty performance evaluation is currently numbers-based and monetized, which can lead to gaming of the system.

- SRC recommends that IIMV re-examine faculty work norms to give a greater emphasis to self-motivated, creative and innovative activities, whether in teaching, research or service to the Institute or profession.
- SRC recommends that the current level of financial aid to students be increased and that the Institute should move towards assuring all aspirants that no one who is qualified for admission is turned back for lack of funds.
- SRC recommends that the Institute establish long-term relationships with industry and other relevant institutions. It should have greater control on the placement cell, which is currently handled mainly by students with guidance from the Career Development Service and the Alumni Office.
- SRC recommends that internationalization and collaboration with foreign institutions be increased. Further, SRC recommends that values and ethics be given greater importance throughout the curriculum instead of stand-alone courses on ethics which do not tend to be well-received.



## **Report of the Strategic Review Committee**

The Terms of Reference for the SRC Committee are to carry out a strategic review of IIM Visakhapatnam's vision, mission and goals, its basic systems and processes and identify the gap areas that need to be filled, keeping in view that the Institute was established just about seven years ago. (See Appendix 1)

Specifically, the questions to be addressed are:

- 1.** Assess whether the top leadership has provided a strategic direction to the Institute and whether its vision, mission, and goals are in consonance with the expectations with which the Institute was set up.
- 2.** Assess whether the basic systems and processes for meeting the strategic objectives have been put in place and 'institutionalized'.
- 3.** Assess the performance of the Institute on the key objectives, including the following seven:
  - i. Providing professional management education to large cohort of young graduates;
  - ii. Fulfilling the needs of working professionals for professional management education by introduction of new long-term and short-term programs;
  - iii. Developing programs for application of professional management knowledge and skills in focused sectors;
  - iv. Developing partnerships with the Industry for placement of young graduates and for development of specialized training programmes.
  - v. Hiring of faculty and staff and supporting development opportunities;
  - vi. Efforts made to gradually achieve financial sustainability
  - vii. Meeting the annual targets as enshrined in the Memoranda of Understanding Signed with GOI.
- 4.** Assess the strengths and weaknesses of the Institute with suggestions for corrective actions; and
- 5.** Recommend the strategy and goals for the next five years, keeping in view the broad objectives, competitive scenario and likely developments in the field of management education.



The Strategic Review Committee held a total of 17 meetings between May 5 and December 7, 2022, with the participants as shown in each session (see Appendix 2). Of these, eight were held remotely (with Zoom software) and nine were in-person meetings during the two-day site visit of the SRC). Professor Shyam Sunder who could not join the campus visit, attended two of the campus meetings with the faculty and the Board of Governors remotely.

Throughout the period, IIM-V Director and the Secretary to the Board of Governors provided excellent information, explanations, and logistical support for SRC's work. On SRC's request, the Director nominated and invited Prof. Deepika Gupta to attend our meetings to bring the faculty perspective to the proceedings. The SRC received inputs on perspectives of the Director, the Board of Governors, the faculty, members of administrative staff, students, alumni, the construction team, as well as the Union Ministry of Education and the Government of Andhra Pradesh through open and free-flowing conversations.

The Report of the SRC (henceforth the Report) is organized along the strategic questions in the Terms of Reference.

**1. Has the top leadership provided a strategic direction to the Institute and whether the Institute’s vision, mission, and goals are in sync with the expectations with which the Institute was set up?**

The Institute was started under the mentorship of IIM Bangalore with its two-year post-graduate program in September 2015 with 54 students and faculty drawn mostly from IIMB. In a short span of seven years IIMV has built-up its own resources--the infrastructure, faculty, and staff—and has admitted a cohort of 300 students in 2022-23--a creditable achievement. It plans to have 1,000 students within a decade and have an operational financial surplus from 2023-24 onwards. In addition to this flagship program, the Institute has taken major initiatives to create and offer long-duration programs for executives over weekends for those in and around Visakhapatnam, and a specialized long-duration program in Digital Governance and Management for the Ministry of Electronics and Information Technology. IIMV has also taken other major initiatives in entrepreneurship development, especially for women.

The basis for this rapid progress is the strategic direction and strong leadership provided by the Government of India, the Government of Andhra Pradesh, the Board of Governors, the Faculty Council and the Director.

**Are the Institute’s vision, mission, and goals in consonance with expectations?**

The Committee noted that the expectation is based on the objective of the IIMs Act, 2017, namely, “attain standards of global excellence in management, management research and allied areas of knowledge,” and the activities through which this expectation is to be fulfilled are as specified in Section 6 of the Act. This expectation is stated as the vision in all the four annual Memoranda of Understandings (MOUs) that the Government of India has signed with IIM Visakhapatnam between 2018 and 2022.

The Board’s vision for the five year period 2017-22 was: “to champion and excel in educating and nurturing entrepreneurial leaders in creating innovative

solutions for business, government, and society.” The mission for the period 2017-22 included:

- being a pre-eminent business school focusing on contextually relevant solutions for techno-managerial problems,
- fostering an environment that encourages creative learning solutions for innovative outcomes, and
- promoting relevance and excellence in all academic pursuits.

In pursuance of this vision and mission, the Institute initiated in 2018 the Women Startup Program in collaboration with IIMB. In July 2020 the Institute created a non-profit company--the Foundation for Incubation, Entrepreneurial Learning and Development (FIELD) to nurture and promote entrepreneurship. The entrepreneurship development activities have been extended to the Institute’s alumni and to engineering students in Andhra Pradesh and Telangana.

In 2019, the Institute started a Ph.D. program with 3 students, with the students enrolling for some of IIMB’s doctoral courses. The program currently has a total of 11 students. The Institute entered the NIRF for the first time in 2022 and achieved a remarkable rank of 33 among the management institutions in India.

The Board’s vision for the five-year period 2022-27 is:

“making IIMV rank among the top 20 business schools in the country in the next five years.”

The mission statement for the period 2022-27 includes:

- Student Excellence in Academic Capabilities,
- Meaningful Research, Industry Relevance of Programs,
- Industry Relations,
- Building Managerial Capacities, and
- Exploring Alternative Revenue Streams.

The road map for achieving the above covers:

- increasing student and faculty strengths,

- participation in international accreditation processes,
- more management development programs,
- setting up of a campus in Amravati,
- incentivizing faculty to excel in teaching and research,
- raising faculty work and promotion norms,
- entering into exchange programs with overseas institutions,  
and
- starting joint degree programs.

The following outcomes are planned: (a) completion of Phase 1 of the campus construction in 2022 and Phase 2 in 2024; (b) add 10-12 new members to faculty each year to increase the total from the current level of 36 to 90-100 range by 2027; (c) increase in total student enrollment in the flagship PG Program from about 600 at present to 1,120 and total Ph.D. student strength from 11 at present to 50 by 2027; (d) participating in the accreditation of programs of the Association of MBAs (AMBA based in the United Kingdom) in 2024 and of the Association to Advance Collegiate Schools of Business (AACSB based in the United States) in 2026; and (f) the setting up of an extension campus in Amravati in 2026.

Qualitatively, the Institute aims to keep a steady focus on faculty, funds and facilities, incentivizing of faculty to excel in teaching and research, raising of faculty work and promotion norms, greater internationalization through more exchange of students and faculty with overseas educational institutions, starting joint degree programs, building of student excellence in academic capabilities, meaningful research, and managerial capabilities in industry and industry relations, and gaining the trust of government and industry and be recognized for its work to help build a better society.

The SRC discussed whether the Institute's vision to achieve a higher NIRF ranking is in sync with the expectation. The parameters that NIRF uses are quantitative scores of an institution's resources and outcomes expressed as a percentage of the top score secured by an institution in its class. The major parameters are: Teaching, Learning, and Resources (student strength, faculty-student ratio, and financial resources): 30 %, Research and Professional Practice (publications, quality, and foot-print of projects, practice, and

executive development programs): 30 % and Graduation Outcomes (placement and higher studies, exams, and median salary): 20 %.

The question of the vision's consonance with the expectation boils down to: How is moving up on NIRF ranking related to attaining global standards of excellence? Considerable discussion has taken place in academic circles on what is global excellence and how ranking frameworks reflect it. The discussion is in the background of the three major roles of a great university that experts agree on: excellence in education of their students; research, development, and dissemination of knowledge; and activities contributing to the cultural, scientific, and civic life of society. There is agreement on the rankings of the top 10 or so institutions but not on the relative rankings of some of the rest. It is difficult for a ranking framework to be sensitive to the differences in quality and nuances among institutions. Creative leadership and innovative ideas that build renowned educational institutions and distinguish them from the crowd are difficult to capture in a standardized evaluation matrix. Although rankings may help increase awareness of quality, there is consensus that any system of rankings is subjective and is susceptible to gaming and misuse. In higher education, excessive emphasis on pursuit of such rankings is an assured path to mediocrity.

The attributes of global excellence were identified in a World Bank report of 2009: high concentration of talent (as represented by faculty, students, and research scholars); abundant resources properly deployed to offer a rich learning environment and to conduct advanced research; and favourable governance.

IIMV's vision for 2017-22 had a qualitative approach of educating and nurturing entrepreneurial leaders. The Institute made good progress on entrepreneurship education over the five years and an outcome of this pursuit was a respectable 33<sup>rd</sup> rank in NIRF, especially for a new entrant.

The vision for 2027 for the Institute to strive to achieve a rank within the top 20 in NIRF raises some questions. NIRF is predominantly a computerized framework to determine the relative scores of different institutions on resource availability and outcomes on publications per faculty member and

median of student salary at the time of their initial placement. Each institute is ranked based on its score relative to the best in its class.

IIMV is in its early stages of development and is already engaged in four resource-intensive long-duration programs and faces serious resource constraints. The Institute has only two faculty members each in areas of Marketing, Information Systems, Decision Sciences, Communication, and Entrepreneurship. Some of these programs have been chosen to give distinctiveness to the Institute. In its discussion with faculty, the SRC learnt that faculty members find it difficult to find time for research.

The Committee feels that IIMV should stay focused on the expectation (as articulated in the Act) for its long-term vision and not adjust it for the short-term periodically. The medium- and short-term mission and goals could focus on the strategy of how to move towards acquiring the attributes of global excellence.

**2. Assess whether basic systems and processes for meeting the strategic objectives of the Institute have been put in place and are being 'institutionalized'. The review may include:**

- (i) systems and processes for recruitment, and**
- (ii) for development of faculty and staff,**
- (iii) for managing various activities relating to academic instruction, and**
- (iv) for maintenance and running of the Institute for financial administration and control, and**
- (v) for the setting up the main campus.**

The basic systems and processes are set in a regulatory framework--IIMs Act, 2017 and associated rules framed in 2018 and the Board-formulated IIMV Regulations of 2021. Important aspects of the framework are summarized in Appendix 3.

The basic systems and processes of IIMV are functioning well. However, the IIMV Regulations tend to be overly structured and hierarchical. For example, recommendations on routine annual evaluation of performance of faculty, as per Board-approved quantitative work norms on teaching, research, service to

the Institute and profession are made by an independent committee of outside experts. These recommendations, along with the views of the Director, who is a permanent invitee to the Outside Expert Committee, are sent to the Chairman of the Board for approval. The SRC feels that such a hierarchical process for a routine exercise as laid down by the Board is unnecessary. Moreover, there are too many committees taking up valuable faculty time. The Board has six sub-committees, and the Director is a member of all them. There are 18 faculty committees, and every one of the 35 faculty members is a member of four committees.

In some IIMs, also governed by the IIMs Act, there are fewer committees of the Board and the Director is provided greater authority for decision making. Their systems and processes seem to be working with multiple levels of autonomy and accountability for decision making.

**Systems and processes of Recruitment:** Rules have been laid out regarding recruitment by the Ministry of Education, which are being followed. IIMV is engaged in a continuous search for faculty in an open and transparent manner.

**Development of faculty and staff:** Faculty performance evaluation in IIMV is predominantly numbers-based and monetized. Every faculty member has to achieve a minimum amount of credit in each activity--teaching, research, service to community and to the profession. Hours of work are converted into credits as per a table of equivalence with different equivalences for teaching in long- vs. short-duration programs. Some details of work norms are available in Appendix 3 cited above. Monetary incentives are given to credits exceeding the minimum. One excess credit is currently paid Rs. 6,000 and a faculty member publishing in an 'A' journal is awarded Rs. 15 lakh.

In the materials provided to the SRC, the section on faculty work norms ends with the quotation: "What counts gets measured. What gets measured; gets done. What gets done, gets rewarded; What gets rewarded, is what counts." Research shows that when such metrics control behavior and performance tension emerges between the managers and the controlled. And in educational and professional worlds the tension can generate an ethos of how to game the system.

The vision of global excellence requires faculty to be creative and innovative in teaching, research, and academic administration. Leading global institutions face the challenge of how to assess and promote these attributes and how to balance this with rule-driven administrative and incentive-driven business processes. These attributes call for curiosity, scientific temper, societal values, acceptance of heterodox perspectives and balanced judgment in the Institute community. SRC recognizes that creativity and innovation have to be given prominence in faculty evaluation and the faculty has to be the major driver and excessive emphasis on workloads may divert the focus away from global excellence.

SRC suggests that IIMV revisit its faculty work norms and emphasize the creative and innovative qualities in all aspects--teaching and learning process and in research. The quality of teaching is mainly a personality-driven process and those with the right personality and aptitude need to be given as much scope as possible. The same is also true of research and other activities. Innovation in academic administration is as important and it may not receive attention if the person does not have an aptitude for it. Faculty performance management could emphasize:

- ✓ a shared sense of responsibility for the Institute's activities and excellence,
- ✓ acquiring a mastery in the relevant body of knowledge, including in teaching or pedagogy,
- ✓ creating opportunities for working with identified masters in the field,
- ✓ developing a cooperative and constructive attitude, respect and responsibility towards colleagues,
- ✓ providing autonomy and control over one's work,
- ✓ promoting an ecosystem for creativity and innovation, and
- ✓ making stars out of 'ordinary' faculty and showcasing them for making the Institute a desired destination for scholars.

**Systems and Processes for managing various activities related to academic instruction:** Academic instruction is managed by faculty members. SRC found the faculty to be very proactive in addressing student needs and to be especially sensitive to the progress of students who need extra academic or social support. There appears to be a strong bond between students and



faculty. During its meeting with students, SRC was happy to hear a mention of how the intensive interactive experience at IIMV had shaped their education and development. Each student meets a member of the faculty one-on-one at least once a month, with each member of the faculty meeting about six students--a good practice. A wide variety of issues are discussed--curricular and co-curricular. Students have an early warning and collective support system. There is help when a student finds it difficult to cope with the rigor and change of pace compared to his or her earlier university environment. The institute is paying attention to the mental health and has an anonymous student redress system. A clinical psychologist is on hand to counsel students.

The SRC asked the student and faculty team whether they would consider rewards for good behavior amongst students so that rules are embraced rather than enforced. It would lead to a student role model, representing the values of the Institute to live up to and moving to an aspirational honor code.

Placement is another important activity for students and their choice of institutions. On this indicator, IIMV has performed better among the six Institutes set up in 2015-16 (Vishakhapatnam, Nagpur, Amritsar, Jammu, Sirmour, Sambalpur and Bodh Gaya). IIMV has also done well in comparison with the earlier cohort of seven IIMs established in 2009-10. IIMV's record in managing academic instruction is creditable and is geared to move up further.

The SRC recommends that the Institute exercise greater control on the placement cell, which is currently handled mainly by students with guidance from the Career Development Service and the Alumni Office. Students have a short-term role. They keep the placement database and hand it over to the next batch. As an Institute property it must remain under control of the Institute. Engagement with recruiting organizations needs to be managed at an Institutional level in order to build and maintain long-term relationships.

The Institute needs to think about how it would place students with more than 4-5 years of work experience. It would arise as an added challenge in the years to come. The Institute should also work towards increasing the number of replacement offers generated from the summer internships. More companies are using the summer internships as opportunities for final evaluation of students for recruitment upon their graduation.

The Institute has about 70 companies recruiting its students, and this level is adequate for the current size of student cohorts. More recruiting companies would be needed for the envisaged increase in the number of students. SRC suggests that the Institute review and estimate the number of recruiting companies needed to place all its students in the future. A rough estimate is that for 2027 nearly 150 companies may be needed. The spade work of contacting the companies must start soon. The Institute should also diversify its base of companies to include NGOs, public sector, MNCs, private sector, PEs, VC firms, and consulting firms.

**Systems and processes for maintenance and running of the Institute:** The Board of Governors, its sub-committees, the Director, and faculty are collectively responsible for the maintenance and running of the Institute. The systems and processes are working but faculty members' involvement in routine (non-policy) day-to-day administration and running of the Institute can be minimized if there is adequate well-trained and qualified staff to support. In 2020, the faculty identified this as a gap that needed to be filled.

Any system and process is only as good as the skills and attitudes of its people. The SRC experienced, during its short visit, the caring culture of IIMV, which is an invaluable asset in the Institute's progress towards global excellence. In this caring culture there is mutual support among faculty and staff. The Director has an open door policy and in spite of his busy schedule, he is seen as paying attention to every detail. Faculty sees his positive engagement and support as Institutional strengths. They appreciate his ability to listen and arrive at solutions. The faculty also mentioned about that their steep learning curve from the greater responsibility entrusted to them in IIMV compared to their earlier experience with other institutions.

**Systems and processes for financial administration and control:** The Institute has a good system of financial administration and control in place and the Director is fully in charge and is aware of the need to keep non-academic expenditure under control.

SRC feels that the Institute needs to develop a long-term vision that envisages balance between the vision and mission and the supporting financing available over the next 20-25 years. After the government subsidies diminish or end, it

appears that the main source of financing for both operating and capital costs will be tuition fees. Pursuing standards of global excellence will call for faculty, administrative support and facilities all of which are costly and to be obtained in a sellers' market. IIMV may have to reconsider all its sources of income, and capital as well as operating expenditure from the point of view what is required for its vision. It would be appropriate to keep the lines of expenditure on buildings, housing and the cost of the campus maintenance under control so that the academic activity is well supported financially.

Alumni need to be cultivated and leveraged to build them as long-term sources of finance and governance. It is necessary to target getting a pledge of at least a nominal initial contribution as each graduating class is enrolled in the IIM-V alumni association. This would help establish their life-long association with the Institute, and a sense of responsibility to support the Institute from the very beginning of their careers.

Similarly, to improve the quality and quantity of faculty resources available to the nation and to the Institute, faculty could consider suggesting to their best students to opt for PhD programs at IIM-V or elsewhere. Most students are not aware that for most creative minds, academic research and teaching careers can bring a great deal of fulfilment beyond meeting the material needs of their lives.

SRC discussed with the students the expenditure on clubs, of which there are 20 now. The total money available to the Student Affairs Council is Rs. 60 lakh and the top 5 events take away Rs. 40 lakh, leaving only Rs. 20 lakh for other activities. There is a tendency among students to have many clubs with sketchy agenda driven sometimes by a desire to list it on one's CV. It is important for IIMV to control the number of student clubs and stay focused on what the Institute has to offer to industry. The SRC suggested to students to concentrate more on co-curricular activities having an impact and not spread its budget too thin. SRC also suggested that the Students Affairs Council could evangelize its activities on an open digital platform which students use, such as WhatsApp.

**Systems and process for setting up of Campus:** Campus building and construction and its supervision are in expert hands and seem to be progressing satisfactorily on cost and timelines. SRC saw the model faculty and

hostel rooms. Both are aesthetically well designed and appear comfortable. The Building Committee took the SRC through the digital aspects of classrooms. The digital infrastructure is as good as in any business school in the country. The classrooms are brightly lit and have dual facilities for online and offline education, amongst the best for any institute. The institute is operating out of two campuses now-the old campus in Andhra University campus and the permanent new one. This dual operation presents its challenges such as in the scheduling of classes and the travel time between the two campuses, which takes 30-45 minutes. Fortunately, this will be resolved when all classes move to the new campus. Since the students are scattered across the city, they need to rethink some of the current policies until all the students move to the new campus.

**3. Assess the performance of the Institution on the key objectives, including seven specified areas such as providing education to large cohort of young graduates and meeting of the annual targets enshrined in the Memoranda of Understanding signed with the Government of India, and the strengths and weaknesses of the Institute and suggest corrective action.**

At SRC's request, the Institute has provided a brief note on the current programs and education activities, which is given as Appendix 4.

**Providing education to large cohort of young graduates:** The Institute has performed very well in providing education to large cohort of young graduates. As Table 1 in Appendix 4 shows, IIMV's cohort size has tripled in four years. Its flagship two-year PGP for young professionals expanded from 113 in 2017-18 to 344 in 2021-22, with 100 per cent placements in every year, keeping the annual fee at about 10 per cent below the median salary of graduating students.

**Financial aid to PGP students:** IIMV gave financial assistance to a majority of the students seeking financial aid--38 of the 51 students in 2021-22. The amount of the aid totaled Rs. 93 lakh--an average of Rs. 2.4 lakh per student, representing 18 per cent of the annual fee of Rs. 13.5 lakh. The financial assistance constituted about 3 per cent of the fee receipts of Rs. 30 crore in 2021-22. Students typically seek aid when they find the fee to be too high and

do not want to avail of a bank loan, which requires them to find someone willing to stand as guarantor of the loan. SRC suggests that the institute should rethink its scholarships. Currently, there are rewards for top performers, and the average scholarship for the need-based category is about Rs. 3 lakh. The SRC recommends that the Institute provide more scholarships for the merit-cum-means category of students. The SRC feels that no student should be turned back for lack of financing. Although it may take the Institute some time to follow the lead of universities such as Harvard, Yale and Princeton, this noble goal is highly desirable for helping create equitable access to higher education and is worth pursuing.

Another possibility worth examining is students and alumni creating and running a Section 8 company to manage a loan-giving mechanism to selected students, with only the student as the guarantor. There is a case for the Institute to assure deserving students that they need not worry about the high fees or the need for a co-signer or guarantor for their bank loans.

**Needs of working professionals:** The Institute has introduced several long-term and short-term programs. A long-duration non-residential week-end MBA program for those in and around Visakhapatnam was started in 2020. Another specialized long-duration and innovative program is Digital Management and Governance conducted for the Ministry of Information Technology. Capacity-building short-term programs have been conducted for organizations like Indian Oil, Hindustan Petroleum, Hindustan Shipyard, and Larsen & Toubro. Several short-term Certificate Programs (open programs) on contemporary themes are conducted pan-India for all aspirants.

**Programs for focused sectors:** Under the Mahatma Gandhi National Fellowship Program, sponsored by the Ministry of Skill Development & Entrepreneurship, the Institute has trained youth in public policy and management so that they can play a facilitating role in skill-development in the districts of three States-- Andhra Pradesh, Bihar and Arunachal Pradesh. Faculty development programs, online and off-line, have been conducted for management faculty and Ph. D. scholars in the region. The Institute keeps the charges for these programs nominal and affordable. For the management education sector, the Institute started a Ph.D. program for in 2019, which is still in its early stage with an intake of two students in 2022.

**Developing Partnerships with Industry:** The Institute has developed partnership relations with industry and has been able to place all its young students, besides facilitating good participation for its specialized training programs.

**Hiring of faculty and staff and supporting development opportunities:** The Institute's hiring of faculty is an on-going, rigorous and vigorous process. A faculty-to-student ratio of 1:10 is maintained. Staff strength is increased so that the faculty to staff ratio is near 1. Faculty strength has increased from 10 in March 2018 to 36 currently. Faculty and staff are supported through opportunities for their professional development.

**Efforts to achieve financial sustainability:** The Institute has made enormous efforts towards achieving financial sustainability. Internal revenue generation has increased from about Rs. 6.7 crore in 2017-18 to Rs. 35.5 crore in 2021-22. Over the period, the percentage of operating expenditure covered by internal revenue has gone up from 44 to 96. The Director is aware of the continuing challenge on this front with operating expenditure expected to increase from Rs. 35 crore in 2021-22 to 180 crore in 2027-28. The SRC has earlier pointed out the need to reduce the dependence on student fee receipts for meeting the continuing increase in operating expenditure as the Institute continues its efforts towards global excellence.

**Meeting annual targets as enshrined in the Memoranda of Understanding signed with the Government of India:** Government has financed the Institute generously in the form of interest-free concessional loan and operating grant of Rs. 5 lakh per year per student in the flagship program. Only 25 per cent of this loan is repayable. The Government through its annual MOUs is ensuring that the Institute grows rapidly and becomes self-sustaining. It monitors the Institute's progress as per the Detailed Project Report for the Institute. IIMV has achieved the annual targets agreed upon with the Government of India in the annual Memoranda of Understanding. In overall rating it has moved up from 'Very Good' in 2018-19 and 2019-20 to 'Excellent' in 2020-21 and 2021-22.

**Assess the strengths and weaknesses of the Institute and suggest corrective action:** Faculty identified eight strengths and eight weaknesses in an exercise

they carried out in 2020. The SRC would like to make special mention of Institute's open and caring culture as a distinctive strength. It is important but it takes continual striving to maintain and entrench in a rapidly expanding institution, covering respect for professional advancement and achievements of one another and promotion of inter-area and inter-disciplinary teaching and research.

Among the weaknesses, the Committee has highlighted above, two critical ones that need to be addressed at a strategic level are: teaching and administration workload of faculty and inadequate, qualified support staff such as academic and research associates. The SRC adds to this weakness the academic administrative support staff as well. Corrective action at a strategic level has been mentioned above.

#### **4. Future Directions for the Institute**

The SRC noted that the Director and Faculty are abreast of the changes taking place in industry and in management education. The technological advances taking place require the Institute to renew and innovate to remain relevant and pursue global excellence.

SRC recommends that internationalization and collaboration with foreign institutions be focused and enhanced on increasing the opportunities for students and faculty to learn and to contribute to knowledge. Students want to go on exchange programs to foreign institutions for a term or semester. The Institute should also consider enabling foreign citizens and NRI's teaching overseas to come to IIMV for a few years.

The SRC recommends that the Ph.D. program be strengthened. Given the 'public good' nature of the Ph.D. programs, it is critically important, especially for apex institutions such as IIMV, to use their privileged position and resources to help build the faculty base in India.

SRC has pointed out the need for resource abundance—both financial and faculty resources—for the journey towards global standards of excellence.

Our interaction with students and alumni highlighted the need for greater importance to ethics and values in IIMV's curriculum. Students mentioned that ethics was touched upon during orientation in the early batches. Alumni

pointed out that while MNCs have all their staff attend short programs on work ethics every year and that the IIMV curriculum did not have adequate emphasis on values and ethics. The SRC recommends that values and ethics be given importance throughout the curriculum instead of stand-alone courses on ethics which do not tend to be well-received.

In its freewheeling discussions with Union and State Government officers on IIMV's governance, SRC found them to be very appreciative of IIMV and supportive. They welcomed SRC suggestions on the need for resources for an institution of global excellence, on the multi-level opportunities that would open up if an eco-system of related institutions is created around the permanent IIMV campus and on helping IIMV improve its professional networking with industry. The officers pointed out that they were embarked on the implementation of National Education Policy, which is aimed at taking Indian technical education to a higher level of recognition globally. They mentioned that they are seeking suggestions from eminent persons on a draft and would welcome suggestions from IIMs.



## **Performance Evaluation of the Institute**

**As resolved in the  
Nineteenth Meeting (Fifth Meeting during the year 2021-22) of the Board of Governors  
(constituted under the IIM Act 2017) of the  
Indian Institute of Management Visakhapatnam  
Held on Tuesday, 29 March 2022 at 1100 Hrs.  
Via Video Conference (Virtual-Mode Meeting)**

### **(a) Nature of Evaluation**

This exercise may be called Strategic Review of IIM Visakhapatnam and the group constituted for the purpose may be referred to as Strategic Review Committee (SRC).

### **(b) Composition of the SRC**

It may consist of 4 persons, as follows, CVS attached, subject to the consent of the Chairperson and Members of the Committee:

- i. Government background:
  - Ms. Sudha Pillai, IAS (R) – Chairperson of the Committee
- ii. IIM Background:
  - Prof. K R S Murthy
- iii. Academician:
  - Prof. Shyam Sundar, Yale University [may be requested to participate virtually].
- iv. Industry Expert:
  - Shri D Shivakumar

### **(c) Terms of Reference (TOR)**

The SRC may keep the following aspects in view:

- i. The statutory requirement that the review should assess the performance of the Institution with reference to its vision, mission and goals.
- ii. The Institute was set up only recently and period under review was devoted to setting up the Institution and for providing it a strategic direction.
- iii. The review should focus on whether the leadership of the Institute has been able to put in place the basic systems and processes, whether the strategic initiatives have given a proper direction to the Institute and the gap areas that need to be filled.

In short, the review should be strategic rather than just evaluation of quantitative indicators and should also provide guidance for the future. Accordingly, the board ToR for the review may include:

- a. Assess whether top leadership has provided a strategic direction to the Institute and whether vision, mission and goals of the Institute are in sync with the expectations with which it was set up.
- b. Assess whether basic system and processes for meeting the strategic objectives of the Institute have been put in place and are being 'institutionalized'.

This review may include systems and processes for recruitment and development of faculty and staff, for managing various activities relating to academic instruction and maintenance and running of the Institute, systems for financial administration and control, and for setting up the main campus.

- c. Assess the performance of the Institution on key objectives which, *inter alia*, may include:
  - i. Providing professional management education to large cohort of young graduates;
  - ii. Fulfilling the needs of working professionals for professional management education by introduction of new long-term and short-term programs;
  - iii. Developing programs for application of professional management knowledge and skills in focused sectors;
  - iv. Developing partnerships with the Industry for placement of young graduates and for development of specialized training programmes.
  - v. Hiring of faculty and staff and supporting development opportunities;
  - vi. Efforts made to gradually achieve financial sustainability
  - vii. Meeting the annual targets as enshrined in the Memoranda of Understanding Signed with GOI.

The SRC may also assess the strengths and weaknesses of the Institute and suggest corrective action.

d. Future Directions for the Institute

The key output of the review will be recommendations regarding what should be the strategy and goals for the Institute for next 5 years keeping in view its broad objectives and competitive scenario and likely developments in the field of management education.

Appendix 2

**List of Meetings held by the Strategic Review Committee**

<b>S.No.</b>	<b>Meeting Date and Time</b>	<b>Venue</b>	<b>Participants</b>
1	19-05-2022 @ 5:30 pm	Virtual	SRC, Director
2	01-07-2022 @ 5:00 PM	Virtual	SRC, Director, Prof. Deepika Gupta
3	22-08-2022 @ 5:00 pm	Virtual	SRC, Director, Prof. Deepika Gupta
4	11-10-2022 @ 10:00 am	IIMV TC	SRC, Director, Faculty members
5	11-10-2022 @ 12:15 pm	IIMV TC	SRC*, Dean, Admin & Finance Teams
6	11-10-2022 @ 14:15 pm	IIMV TC	SRC*, All Program and Activity Chairs
7	11-10-2022 @ 16:15 pm	IIMV TC	SRC*, Accreditation office
8	11-10-2022 @ 17:30 pm	IIMV TC	SRC, BoG IIMV
9	12-10-2022 @ 08:30 am	IIMV PC	SRC*, Student Affairs Council
10	12-10-2022 @ 10:00 am	IIMV PC	SRC*, Students Placement Committee
11	12-10-2022 @ 11:00 am	IIMV PC	SRC*, PGP Students
12	12-10-2022 @ 12:00 pm	IIMV PC	SRC*, Campus Construction team (PMO, SPCPL, NBCC)
13	29-10-2022 @ 5:30 pm	Virtual	SRC, Alumni, Prof. Deepika Gupta
14	15-11-2022 @ 5:30 pm	Virtual	SRC
15	17-11-2022 @ 5:30 pm	Virtual	SRC, Jt. Secy. Higher Education, MoE
16	29-11-2022 @ 5:30 pm	Virtual	SRC, Principal Secy. Higher Edu., Govt. of Andhra Pradesh
17	7-12-2022 @5:30 pm	Virtual	SRC

TC: Transit Campus; PC: Permanent Campus; SRC\*: Three of four SRC members participating

### **Important Aspects of IIMV's Regulatory and Governance Frameworks**

Each IIM is a not-for-profit legal entity, which should strive for financial self-sufficiency and sustainability. Three authorities are defined:

- **The Board of Governors:** the principal executive body for general superintendence, direction and control, [Comprising 15 persons: Board-appointed Chairperson from among its eminent-person members, one nominee, or representative of the nominee, from the Central and State governments, two representatives of the faculty nominated by the Chairperson, Director (*ex-officio*), four eminent persons distinguished in the field of education, industry, commerce, social service or public administration, of which one shall be a woman, and up to five persons to be co-opted by the Board from the alumni or the members of society of the existing Institute who have distinguished themselves in the field of management (of which not more than one member of the society). From among the categories--eminent persons, faculty representatives and co-opted members--at least three have to be women and one from the Scheduled Castes or Scheduled Tribes]. Members have a four-year term except the two faculty representatives who have two-year terms.
- **The Academic Council:** the principal academic body, [Composition: Director as Chair, Deans in charge of academics, research, student affairs and such other functions, Chairs of Areas or Programmes, Heads or Coordinators of Faculties or Schools or Centres or Departments, all full-time Faculty at the level of Professors, and such number of other full-time Faculty of the Institute as may be determined by the Board for a two-year term, and such members by invitation of the Board on the recommendation of the Director, who are eminent in the fields of industry, finance, management, public administration and academics] to specify--
  - the criteria and process for admission to courses or programmes of study,

- their academic content of programmes and courses of study, and
  - the academic calendar, guidelines for conduct of examination and recommend grant of degrees, diplomas, academic distinctions or titles, which can include and
- **The Director:** the Chief Executive Officer to provide leadership and be responsible for implementation of the decisions of the Board, with a five-year term.

The Act provides for Central Government grants. It specifies what accounting and auditing procedures have to be followed. It also establishes a Coordination Forum for all IIMs, consisting of all the directors and four Chairpersons, concerned Secretary to the Government of India and two Secretaries in charge of management education from the State Governments, and eminent persons. The purpose of the Forum is to facilitate exchange of experience and concerns and to recommend to the Government on scholarships for research, etc.

In accordance with this Act and the associated rules notified in 2018, the Board of Governors of IIM Visakhapatnam has formulated regulations covering all aspects of the Institute's functioning. It specifies the manner in which the Institute's three authorities—Board and its sub-committees, Director and Academic Council—should conduct their functions. These regulations, inter alia, cover:

- Eligibility and method for appointing faculty (direct recruitment, promotion as well as evaluation) and non-teaching staff,
- Admission of students to various courses of study,
- Fees to be charged for various courses of study,
- Examinations to be conducted,
- Award of fellowships, scholarships, honorary degrees, medals, prizes,
- Delegation of Powers to the Director,
- Duties of and Performance-based Variable Pay of the Director,
- Establishment and maintenance of buildings,
- Financial accountability of the Institute,
- Manner of depositing and investing the Institute Fund,

- Manner of application of the Fund,
- Review of Performance of the Institute,
- Powers and functions of the Academic Council,
- Manner of forming teaching department--school, area, center, cell,
- Constitution and duties and functions of committees and other authorities,
- Quorum and the procedure to be followed in the conduct of business of committees,
- The reports and statements have to be provided periodically to the Board and its sub-committees,
- The maintenance of financial accounts and their standards, and
- The appointment of auditors.

The Board has constituted six sub-committees for advice and assistance on the following matters:

- i. Finance, Investment and Audit for oversight of financial management, reporting, accounts, internal and external audit, investments, budgeting, controls and risk, and legal and regulatory compliance,
- ii. Building and Works for oversight of design, engineering, planning, procurement, tendering, and implementation,
- iii. Nominations for advice and recommendations on nominations to the Board of eminent persons, co-optation of alumni of IIMs, modalities for annual performance of Director, his/her variable pay, and qualifications, experience, and the manner of selection of independent agency or group of experts for review of performance of the Institute,
- iv. Human Resource Development policies for: aligning with the Institute's vision and mission, and values and growth plans, policy parameters for recruitment, retention, recognition, and rewards such as incentivization and promotion and compensation for teaching and non-teaching staff, advice on faculty development and

- evaluation committee that carries out an independent evaluation of performance of faculty, learning and development interventions for teaching and non-teaching staff, service rules and grievance redress mechanism,
- v. Vision, Innovation, and Strategic Transformation for envisioning a positive positioning of the Institute in the minds of the stakeholders and the public at large, vision, mission, long-term strategy and rolling plans to help the Institute's progress towards attaining standards of global excellence in management education, research and allied areas of knowledge, capacity building for government and industry at national and regional level, identification of thrust areas and establishment of specialized academic entities such as departments, schools, centers, areas and cells, campuses or centers in India and abroad, and roadmap to attain self-sufficiency and sustainability,
  - vi. Research and Academics Advisory for improvements in curriculum design and development, pedagogy, research relevance and rigor, aligning the academic and research activities with NIRF parameters, improving the academic standards, faculty capacities, facilities and amenities, internationalization, industry-interface, intellectual property management, accreditation, and ranking, productivity norms for research projects, performance indicators and standards for innovations in teaching, research, and application of knowledge, and outcome-based assessment of research, elaboration and analysis of research with its impact factor and social outcomes, and

The pay scales and benefits of faculty and staff are as per the Government of India service rules (and the 7<sup>th</sup> Pay Commission). As per the regulations, any autonomous organization receiving Central Government budgetary support of more than Rs. 5 crore has to sign an annual Memorandum Of Understanding (MOU) with the Ministry of Education. The MOU is a methodology agreed-upon for scoring and rating the Institute's performance. It is an annual exercise that sets out the parameters, their weights in the total score, and a score to be

assigned for different values that may be achieved at the end of that year. Based on the range of the total score that is achieved, a label is given to the performance from among: Excellent, Very Good, Good, Fair and Poor.

## **2.2 Faculty Work Norms and Performance:**

The regulations cover the area of faculty work and performance management. Every faculty member is required to do a minimum amount of work in each of four categories: Teaching, Research, Service to Institute (academic administration), and Service to the Profession.

Norms: The current norms specify a minimum total of 200 units per year, of which 120 have to come from Teaching and 80 from Research and Service to profession/Institute. Assessed on a two-year cycle, the minimum of 160 units in Research and Service categories has to have at least 100 under Research and 60 from Service.

The number of units awarded depends on the type and level of the activity. Teaching a 3-credit course in a degree-granting program gets 30 units while guiding a student on a course of his independent study gets one, and designing a new course gets 15. In Research, a peer-reviewed conference paper gets 20, if presented abroad and 10, if in India. Submission of the first revision of a research article to an A\* category journal gets 40 units, an additional 25 on submission of second revision, and 60 on acceptance, making a total of 125 units. In Service to the profession, editing an A\* journal gets 100 units per year while editing a B category journal gets 25. Organizing a workshop at the Institute gets 2 units while chairing a session gets 1 unit. Reviewing a Ph.D. doctoral thesis of a non-IIMV student gets 10 units, which is subject to a maximum of 20 units per year and publishing an article in a popular national or international print/online media carries 10 units, subject to a maximum of 40 units per year. Dean's activity carries 100 units of Service, while that of a chairperson of PGP 60, and heading a Centre or Lab or being a member of a Ph.D. student's thesis committee gets 10 units.

Performance Management and Incentives: Excess credits earned in a two-year cycle beyond the 240 required are compensated, currently, at



the rate of Rs. 6,000 per unit from the Faculty Compensation Reserve, a fund created out of the operating surplus generated.

The Director's variable pay is linked to actual performance vis a vis agreed-upon targets in the annual MOU in addition to any other parameters identified by the Nominations Committee of the Board.

### **2.3 Recruitment of Faculty:**

The Chairperson of the Board of Governors is the appointing authority for faculty. Number of faculty positions is determined in the Ministry approved ratio of one faculty for every ten students. The guidelines prescribe the minimum qualification and experience for Assistant, Associate and Professor cadre-level, and allow for flexi-cadre recruitment against vacant positions. Industry professionals and senior-level practitioners can be recruited on a contractual basis as 'Practice Track Faculty' with responsibilities in areas such as case writing, executive education, consulting and promoting industry-institute linkages, placement, in addition to teaching.

The Institute makes announcements about its faculty requirements in different areas in the all-India editions of a national newspaper about the details available on the Institute's website. For reserve vacancies, a Government of India prescribed roster is used and additional special recruitment drives are conducted.

An internal committee of the Institute, consisting of the Director, two Deans and three Associate or Professor level persons, who have the knowledge in the specialized area concerned, assesses and interviews and selects the candidates. The Director recommends the terms of appointment to the Chairperson of the Board.

### **2.4 Evaluation of Performance of Faculty and Staff:**

A Faculty Development and Evaluation Committee (FDEC) consisting of eight professors drawn from IIM Bangalore, IIT Bombay, and XLRI make an independent evaluation of the faculty annually with respect to work norms on teaching, research, service to the Institution and to the profession. The Committee makes its recommendation to the Director, who is also a permanent invitee to the Committee. The Director gives the recommendations

to the Chairman of the Board, along with his views. The Chairman, along with the Chair of the FDEC, has an annual interaction with the Faculty, without the presence of the Director.

## **2.5 Management of Academic Instruction:**

All faculty members are members of the Faculty Council, a statutory body, which specifies the criteria and process of admission to courses (within the framework of the Act and Board regulations), the programs of study, their academic content, calendar, guidelines for examinations, and recommends the award/grant of degrees and certificates.

Academic administration of the process of instruction is done by faculty committees set up for each program or purpose, with one of them being the Chair. There are nearly 19 committees covering all the academic aspects and the supporting infrastructure buildings and facilities. Some of the major academic committees are those for long-duration academic programs—the Post-Graduate Program (PGP), PGP for Executives, the doctoral program, and PGP in Digital Governance and Management. Career Development and Services committee oversees student placements, and the Research and Publications committee oversees the faculty output. Each faculty member is a member of four committees.

## **2.6 Setting Up of the Campus:**

A permanent grand campus is being built in about 240 acres of land provided free of cost by the State Government of Andhra Pradesh. Phase I that can house 600 PGP fresh students is nearing completion and classes have started in the new campus. The capital expenditure of the entire project is being provided by the Government of India as an interest-free loan through the Higher Education Financing Agency.

A Board-appointed Building and Works Committee guides and oversees the design, engineering, planning, estimating, procurement, tendering, and construction activities in the current temporary and the new campuses. The Committee consists of a member of the Board as Chair, another member of the Board, four domain experts, including professors of civil engineering, and project management, Principal of the J. J. School of Architecture, Mumbai, and

Vice Chairman of the Visakhapatnam Metropolitan Regional Development Authority, Director and two professors of IIM Visakhapatnam, who are qualified experts in the field and a former additional director general of the CPWD. Architects, Project Management Consultants and independent technical experts monitor the progress of the activities as per time and cost estimates. Government procedures are followed that ensure that there is full accountability of all those concerned.

### **2.7 Financial Administration and Control System:**

A Board-appointed Finance Investment and Audit Committee guides and advises the Institute on all matter of finance, including financing, accounting, and audit. The Committee consists of two members of the Board, three domain experts—a professor from IIM Bangalore, Finance Controller and Company Secretary of Barclays Group, a retired I A & A S Officer, Joint Secretary and Financial Advisor in the Government of India, Director and the Chief Audit Executive of IIM Visakhapatnam, and the Officer in charge of Finance and Accounting of IIMV.

An Internal Audit Committee chaired by the Director, IIM Visakhapatnam, two deans, the PGP Chair, the Chief Audit Executive, Officer in charge of Finance and Accounting, and two senior officers in charge of general administration and Human Resources ensures the propriety and compliance of all financial transactions in accordance with the GOI rules.

## Appendix 4

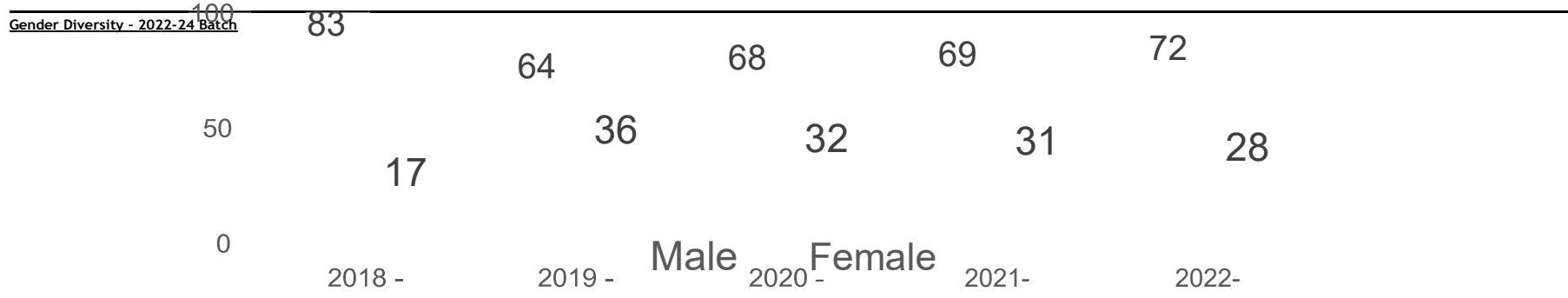
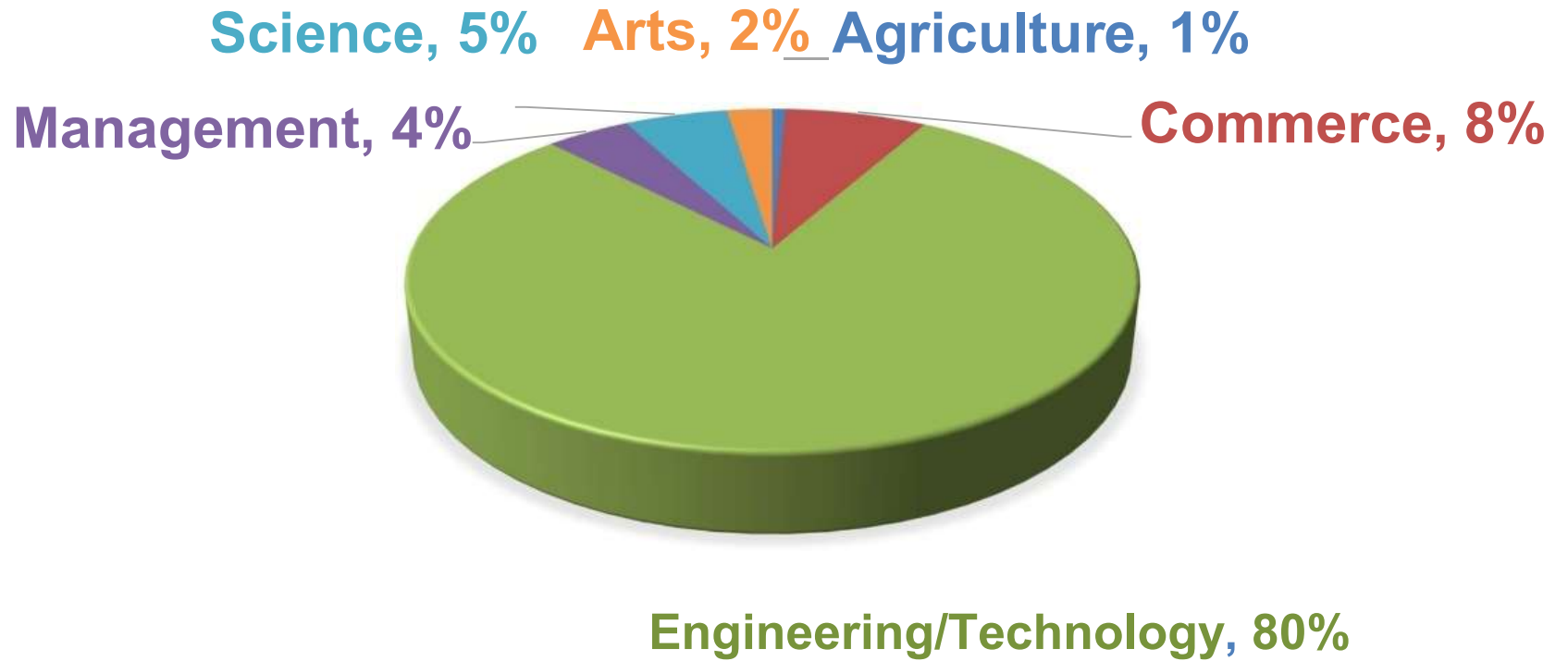
### Current Programs and Educational Activities

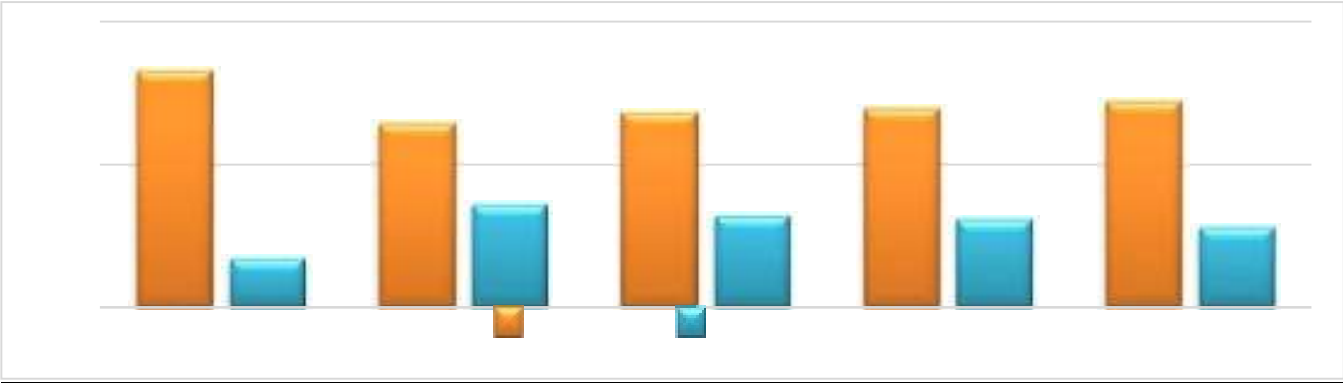
Indian Institute of Management Visakhapatnam

#### (1) Students

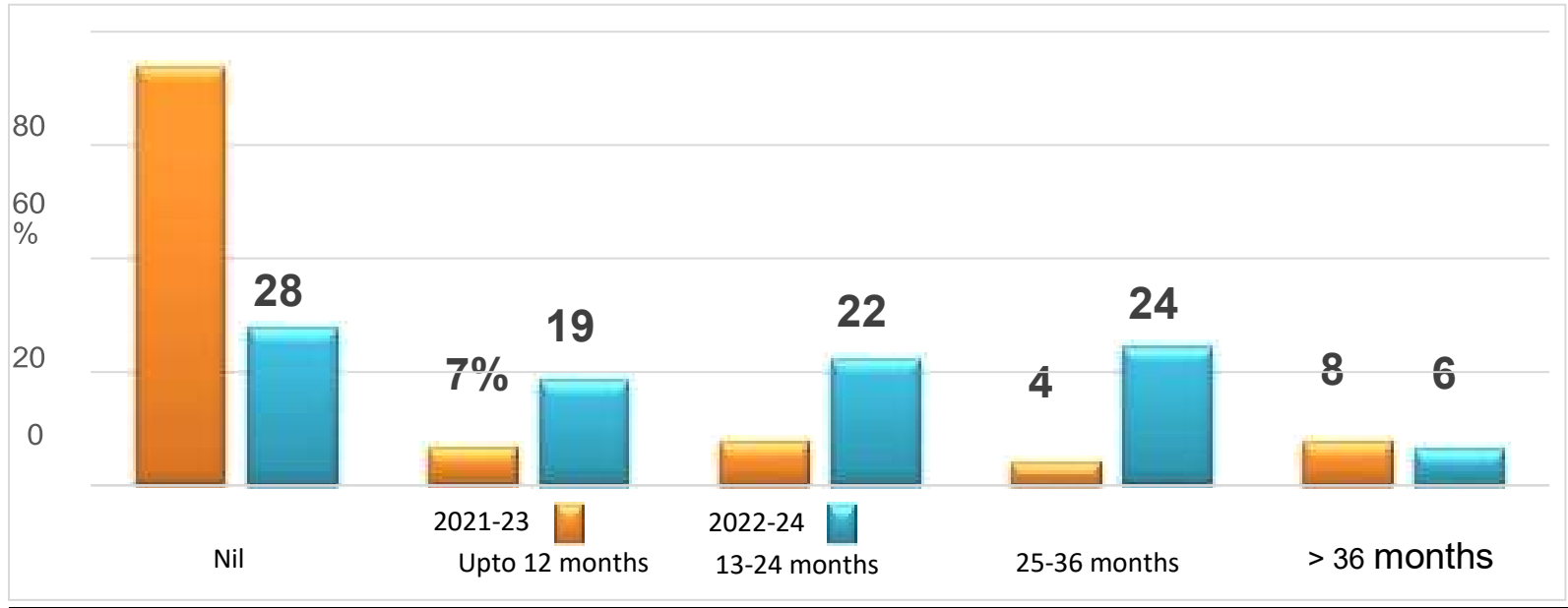
The progress in respect of students is as follows:

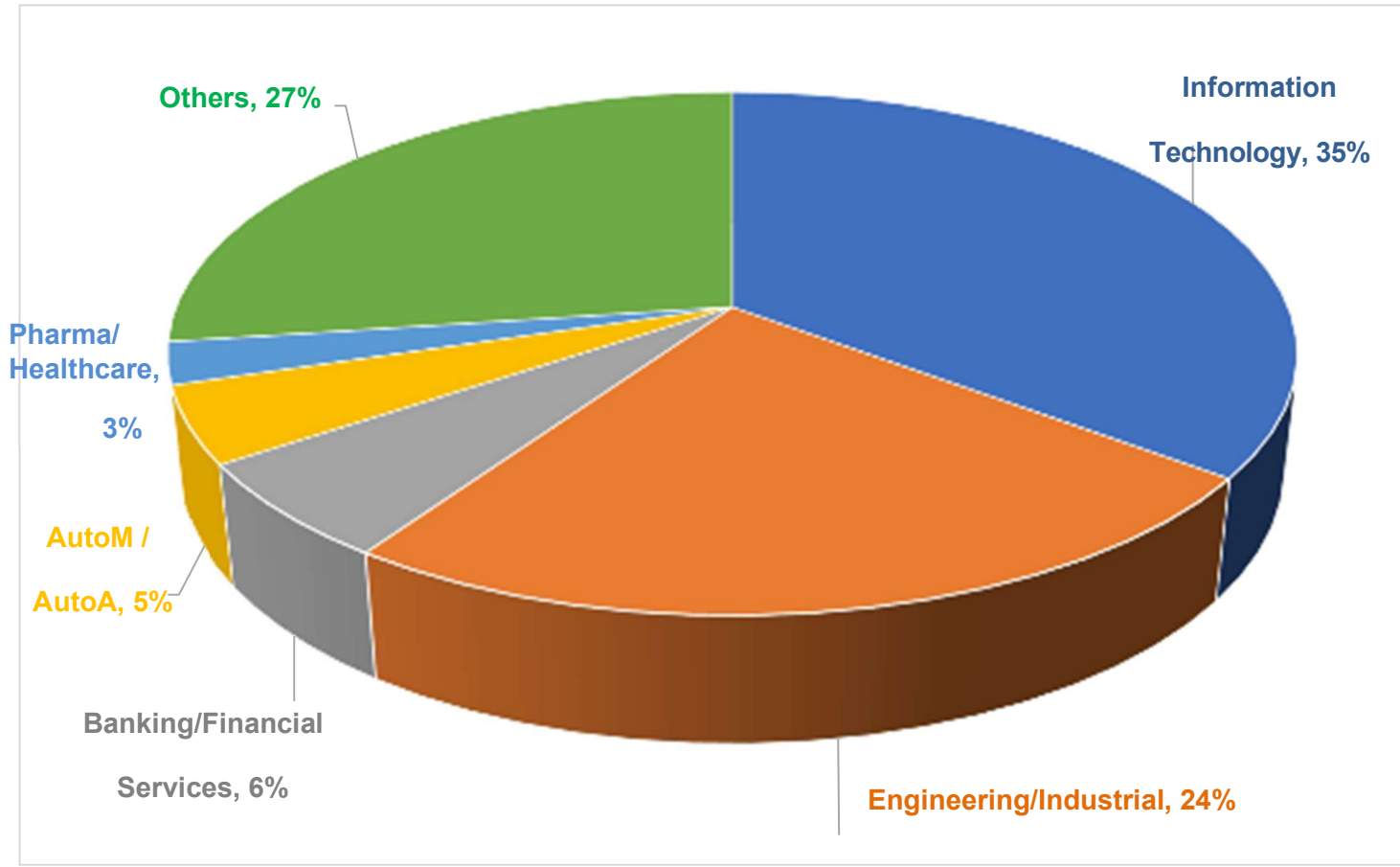
Particulars	2021-22	2020-21	2019-20	2018-19	2017-18	2021-22 Vs 2017-18 (%)
<b>Student Intake – Count</b>						
1 <sup>st</sup> Year	191	153	125	105	61	213%
2 <sup>nd</sup> Year	153	125	105	61	52	194%
<b>Total</b>	<b>344</b>	<b>278</b>	<b>230</b>	<b>166</b>	<b>113</b>	<b>204%</b>
<b>Financial Aid – Count</b>						
Applied	51	33	14	20	12	325%
Sanctioned	38	16	7	9	6	533%
% of students (Sanctioned as % of Total)	11%	6%	3%	5%	5%	-
Total Aid Amount (Rs. Lakh)	93.40	34.25	42.15	33.60	17.85	423%
<b>Placements</b>						
Percentage Placed	100	100	100	100	100	-
Top quartile offers – LPA	19.39	17.23	18.67	17.07	16.29	19%
Top Half offers – LPA	17.82	15.71	15.73	14.82	14.14	26%
Average offers – LPA	15.06	12.62	13.08	12.61	12.07	25%
Median – LPA	15.46	12.00	12.00	12.00	11.70	32%
<b>Fee (Rs. Lakh) – All inclusive</b>	<b>13.65</b>	<b>13.00</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>30%</b>
ROI = Average Salary/Fee	1.10	0.97	1.25	1.20	1.15	
ROI = Median Salary/Fee	1.13	0.92	1.14	1.14	1.11	





Experience - 2022-24 Batch







### **Intake & Financial Aid**

The student intake has increased by 2 times, over the past 5 years. In fact, the intake in 2022-23 is about 300 (not in the above table). This took the total to about 500 students. The increase in student strength is thus about 3.5 times. Also, the number of deserving students being provided with financial aid has increased from 6 to 38 over the past years. In per centage terms, the increase is from 5 to 11. The amount of financial aid has also increased by more than 4 times, commensurate with the increase in students. The Institute has been endeavouring to provide aid to as many deserving students as possible.

The PGP student strength will touch 600+ with the admissions in 2023.

### **Diversity**

The Institute's students come from as many as 21 (out of 28) states of India. About 28% of the students are girls.

### **Facilities**

#### **Temporary Campus**

The Institute has been operating, since inception, from an independent, stand-alone building in the Andhra University (AU). This building is of two floors and is of about 20,000 sft. This has 60 to 70-seater classrooms (3), 30 to 35-seater classrooms (3), library, board room, meeting rooms (2), studio room (1), faculty and staff offices, and dining hall. The Institute invested about Rs. 14 Cr. on the campus and made it world-class in terms of classroom infrastructure, facilities and amenities. Students use the outdoor sports facilities of AU. The lease is up to Sep. 2023.

The Institute has also taken on lease, about a year back, an adjacent, independent, stand-alone building (two floors) of about 5,000 sft, to house the incubator (IIMV-FIELD). This premises too has been well-equipped by the Institute by incurring about Rs. 0.38 Cr. as capital expenditure.

Even after moving to the permanent campus, the Institute proposes to retain these buildings as its city campus, to conduct executive education programs. This is in view of this (temporary) city campus being in the heart of the city close to business district, markets, beach and other tourist attractions.

#### **Permanent Campus**

The permanent campus of the Institute is coming up about 25 kms. from the temporary campus, in about 240 acres. The campus is in two phases. Phase-I for 600 students, with a capital expenditure of Rs. 445.0 Cr. has been sanctioned by the MoE and is in progress. Both phases, put together, provide for 1170 students (1120 PGP and 50 PhD). Phase-1 will get completed in May 2023, in entirety. As on date, the Institute is operating the PGP program (about 500 students) from the permanent campus, with classrooms, hostels, dining centre, health centre and other amenities being ready.

Administrative Building (Main Building), Library Building Auditorium, Indoor Sports Complex, Incubation Centre, Guest House and Married Student Accommodation (studio apartments) are under construction at various stages of progress.

The campus of the Institute has been rated as Five Star under GRIHA (Green Rating under Integrated Habitat Assessment). It is only the third IIM campus to receive such rating. The campus, when completed, will be net zero on carbon, energy and water.

### Extra-curricular Activities

Students at the Institute use the outdoor sports and games facilities of Andhra University (through a tie-up) till the said facilities become available on the permanent campus. Indoor sports and games facilities are made available by the Institute. Students also take part in pan-IIM events. Students are also strongly encouraged to take part in pan-IIM and pan-Business School competitions, and they do win a number of prizes.

### Final Placements

The Institute has a record of placing 100% of the students in good roles. The Median Salary package has increased by a third, over the past 5 years. In terms of "Return on Investment" from the perspective of students, considering average salary package as a percentage of the fee paid, the ROI has been, barring one year (due to the impact of COVID-19) in the range of 1.10 to 1.25. As regards the median salary package as a percentage of the fee paid, the ROI has been, barring one year (due to the impact of COVID-19) in the range of 1.11 to 1.14.

### Comparative Placements

Placement Statistics of New-Generation IIMs for the Year 2021-22							
Particulars	IIM Visakhapatnam	IIM Nagpur	IIM Amritsar	IIM Jammu	IIM Sirmaur	IIM Sambalpur	IIM Bodh Gaya
No. of Recruiters Participated	86	77	110	119	120	100	100
Highest CTC (LPA)	31.6	31.54	25.21	32	22	26.19	30.5
Average CTC (LPA)	15.06	15.21	14.63	13.53	12.90	12.64	12.36
Median CTC (LPA)	15.46	15.42	-	11.4	-	11.42	12
Percentage of Students with Work Exp	59%	88%	45%	35%	48%	-	52%

As can be seen from the above table, the Institute has done well in comparison to other new-generation IIMs. The scenario with respect to second generation IIMs is as follows:

Placement Statistics of Second-Generation IIMs for the Year 2021-22							
Particulars	IIM Udaipur	IIM Rohtak	IIM Shillong	IIM Ranchi	IIM Raipur	IIM Trichy	IIM Kashipur
No. of Recruiters Participated	85	80	70	77	113	110	150
Highest CTC (LPA)	35.47	32	55.22	32.21	42.15	34	28.82
Average CTC (LPA)	17.5	16.06	23.1	16.17	17.73	17.01	15.21
Median CTC (LPA)	15.6	15	22.28	15.5	16.95	16	14.82
Percentage of Students with Work Exp	60%	38%	62%	49%	62%	70%	-

On the median salary package front, the Institute's performance is higher than IIM Kashipur and nearly as good as that of IIM Udaipur, IIM Rohtak and IIM Ranchi. The second-generation IIMs were established during 2009-10, vis-vis new generation IIMs established in 2015-16.

### **PhD Program**

The Institute is the first among the new generation IIMs to start a PhD Program. The following facilities are offered to PhD students, helping them to focus on and pursue the program in all its rigor:

- (a) A stipend of Rs. 30,000/- per month in the first year with a 10% annual increment up to a maximum of five years in addition to a tuition fee waiver.
- (b) A contingency grant Rs. 75,000/- (in Year-1) and Rs 25,000/- (annually from Year-2 to Year-5) to meet expenses on purchasing hardware, software, books, out of station visits for data collection, other research-related work etc. In case contingency grant or part thereof is unused in a particular year, the accumulated amount can be carried forward to the future, over the duration of five years.
- (c) HRA of a monthly sum of Rs. 7,500/-.
- (d) International Conference grants of up to Rs. 3,00,000/- and National Conference grants of up to Rs. 60,000/- towards accepted papers.

As on date, the PhD student strength is as follows:

Year	Academic Area					Total
	POM	F&A	Marketing	DS	Economics	
2019	2	1	-	-	-	3
2020	1	2	1	-	-	4
2021	-	1	-	1	-	2
2022	-	-	1	-	1	2
<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>11</b>

## (2) Faculty

The Institute's 36-strong faculty-team (excluding the Director) is the highest among contemporary IIMs. They represent 17 states of the country. 42% are women. With a judicious blend of impressive credentials in academics, research and industry, they ensure that the Institute's commitment remains steadfast to building human capital, endowed not only with competence and confidence, but also with character, compassion and good citizenship. It can be seen from the above table, that the teaching staff strength rose by 2 times.

Particulars	Ason date	Mar.21	Mar.20	Mar.19	Mar.18	Increase 2021-22 Vs 2017-18 (%)
Teaching Staff	36	30	21	14	10	210%

Among the faculty are 6 Associate Professors and 30 Assistant Professors. There is no Professor as yet recruited by the Institute. There are 3 SC (8%), 1 ST (3%), 5 OBC (14%), 1 EWS (3%) and 26 (72%) Open Category faculty.

### Pay Structure

The Institute follows GOI norms in pay and allowances.

#### **Scales of Pay**

- Professor: Pay Level 14 of Seventh Central Pay Commission (7<sup>th</sup> CPC)
  - Starting Basic Pay Rs.1,44,200/- + Allowances
- Associate Professor: Pay Level 13A2 of 7<sup>th</sup> CPC
  - Starting Basic Pay Rs.1,39,600/- + Allowances
  - Assistant Professor Grade-I: Pay Level 12 or 13A1 of 7<sup>th</sup> CPC
    - Starting Basic Pay Rs.1,01,500/- + Allowances (for Pay Level 12)
    - Starting Basic Pay Rs.1,31,400/- + Allowances (for Pay Level 13A1).
- Assistant Professor Grade - II: Pay Level 10 or 11 of 7<sup>th</sup> CPC
  - Starting Basic Pay Rs.70900/- + Allowances (for Pay Level 10)
  - Starting Basic Pay Rs.71000/- + Allowances (for Pay Level 11).
- A higher start is considered in deserving cases.

### Teaching & Research Requirements

These are as defined in the Faculty Work Norms of the Institute. Broadly, there are as follows:

The total minimum expectation per Work Norms Cycle across the three baskets: a) Teaching, b) Research and c) Service, is 400 units. The minimum requirement across the three baskets is: 240 units from teaching, 100 units from research, and 60 units from Service.

- a. The faculty must teach at least across two degree-granting programs to earn the 180 units therefrom mandatorily, out of which at least 60 units must come from teaching in the flagship Program (i.e., PGP);
- b. The remaining 60 units [i.e., 240(-)180] may come from activities permitted in Work Norms.
- c. Research: At least one publication in Category "B" or above, as per the ABDC ranking list;
- d. Average teaching feedback (from Category-I courses) of 3.5 or above;

Notes:

Upto 60 units of deficit in "Teaching" basket or 25 units of deficit in "Research" basket can be compensated, in case of shortfall in meeting minimum prescribed requirements in an evaluation cycle.

### Research Publications

The research output of the Institute, over the years, has been as follows:

Year	A*	A	B	C	Non-ABDC	Case Study	Book	Book Chapter	Total
2017-18			1						1
2018-19			1		1				2
2019-20		2	4	1	2	2			11
2020-21	1	15	7	3	1	3	1	1	32
2021-22	1	22	8	4	3	2	1		42
<b>Total</b>	<b>2</b>	<b>39</b>	<b>21</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>87</b>

The Institute encourages faculty to apply own research and published cases in class teaching and is incentivizing the same through additional work points in the Faculty Work Norms. The Institute has a provision of seed-research grant (Rs. 1.0 lakh per faculty, per occasion); and faculty development reimbursement (Rs. 1.0 lakh per year). The faculty can also participate, with Institute's funding, in 3 National and 1 International Conference per year.

### IDeAL

The Institute has set up an Inter-disciplinary Decision sciences and Analytics Lab (IDeAL) to focus on applications of decision science in such matters of national importance as health, education, natural resource management and computational public policy.

**Consultancy & Advisory Activity**

<b>Activity</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Total</b>
EEP	30,96,000	-	82,73,929	1,95,80,688	1,05,56,239	1,77,58,248	5,92,65,104
MGNF Program	-	-	-	-	1,81,20,543	1,51,30,620	3,32,51,163
Projects	-	-	6,84,550	2,93,110	1,08,928	36,50,000	47,36,588
<b>Total</b>	<b>30,96,000</b>	<b>-</b>	<b>89,58,479</b>	<b>1,98,73,798</b>	<b>2,87,85,710</b>	<b>3,65,38,868</b>	<b>9,72,52,855</b>

**Facilities**

Construction of faculty housing is on the anvil and is expected to be ready by 31/12/2023.

**Future Hiring Plans**

The Institute proposes to maintain a healthy faculty: student ratio (ideally 1:10) and accordingly will scale up faculty hiring in tune with the student strength.

(3)

**Degree Programs**

**Programs**

The Institute offers and generates revenue from the following degree programs:

- (a) Post-Graduate Program (Flagship MBA Program)
- (b) Post-Graduate Program for Experienced Professionals (MBA)
- (c) Post-Graduate Program in Digital Governance & Management (MBA) sponsored by the Ministry of Electronics & IT, GOI.

**Certificate Program**

The Institute also offers (one of the 9 IIMs chosen) the Mahatma Gandhi National Fellowship Program sponsored by the Ministry of Skill Development & Entrepreneurship. In this initiative, youth are trained in public policy and management to play a facilitating role in skill-development in the districts of three states - Andhra Pradesh, Bihar and Arunachal Pradesh.

**Executive Education**

With Ed-Tech as the enabler, the Institute is also conducting popular Certificate Programs (open programs) on contemporary themes for the management- education aspirants, pan-India. In the executive education space (Non-degree Programs), the Institute has been enlarging its footprint, emerging as the capacity-building destination for blue-chip and high-pedigree organizations like Indian Oil, Hindustan Petroleum, Hindustan Shipyard, Larsen & Toubro, EISAI Pharma etc.

**Faculty Development Programs**

The Institute has been active in building the capacities of management faculty and PhD scholars in the region and pan-India conducting several online and on-campus programs. Many of these programs, conducted under the aegis of ATAL (AICTE Training & Learning) Academy are highly subscribed and very well received. The Institute charges nominally for these programs, with a view to making them affordable.

As can be seen from the above table, the Internal Resource Generation (IRG) has increased by more than 4 times. The contribution of degree programs in the increase is a hike to the tune of 4.5 times. Non-degree program income rose by more than 8 times.

The progress in respect of Internal Resource Generation (IRG) has been as follows:

Particulars	(₹ in lakh)					% Increase of 2021-22 over 2017-18
	2017-18	2018-19	2019-20	2020-21	2021-22	
Degree	557.21	866.57	1,500.31	1,906.91	3,031.52	444.05
Non-Degree (Certificate Pgms.)	30.96	56.10	171.90	195.81	286.77	826.25
Consulting & Sponsored Research	-	-	2.12	2.60	-	-
Other Income (Interest etc.)	85.08	144.12	119.18	209.03	229.59	169.85
<b>Total of IRG</b>	<b>673.25</b>	<b>1,066.79</b>	<b>1,793.51</b>	<b>2,314.35</b>	<b>3,547.88</b>	<b>426.98</b>

### **Community Outreach**

The community outreach of the Institute is through IIMV-FIELD, the IIMV Foundation for Incubation, Entrepreneurial Learning & Development is a section 8 company of the Institute that nurtures and promotes entrepreneurship. It continues to conduct with success, the Women Startup Program under the aegis of IIM Bangalore. The Foundation catalyses bankable ideas moving from the mind to the market. As recognition for its good work, it has been receiving funding as a TIDE Centre, i.e., Technology Incubation & Development of Entrepreneurship Centre from the MeitY-GOI; as well as support from the National S&T Entrepreneurship Development Board of the DST- GOI, helping acceleration of technology-based and women-led ventures. The Foundation has also received funding from MTAR Technologies, the Hyderabad-based precision engineering company of national repute, for its support to the social-entrepreneurship initiatives. On its part, the Institute is setting aside 1% of its yearly budget as an “Innovation Fund” to encourage students to choose entrepreneurship as a rewarding career. The Institute is therefore proud of its role, however modest, as enabler and facilitator of the StartUp ecosystem of India.



#### **(4) Regional Co-operation**

The IIM Act encourages collaboration with institutions in India. Towards this end, the Institute entered into agreements with:

- IIM Bangalore (enrolment of PhD students in their courses)
- Andhra University School of International Business (for capacity building of their faculty and teaching support)
- National Centre for Good Governance (NCGG), an institute under the Dept. of Administrative Reforms and Public Grievances (for knowledge-support in their training programs for civil servants)
- Indian Institute of Information Technology, Design and Manufacturing (IIITDM), Kurnool, for joint academic programs and faculty exchange.
- NITIE, Mumbai (academic and research cooperation)
- Capacity Building Commission, GOI (providing training and research services)

These MOUs hold potential for the Institute to expand its activity profile and generate revenue. They also strengthen the efforts of the Institute in contributing to the realization of the objectives of the National Education Policy (NEP) 2020 as regards multi-disciplinarity (courses and institutions).

#### **International Co-operation**

The IIM Act encourages the Institute to collaborate with institutions abroad. Accordingly, the Institute is in the process of engagement with reputed business schools abroad, as follows:

- (a) National Institute of Business Management, Govt. of Sri Lanka (MOU signed, our students visited, our faculty conducted workshops there)
- (b) Northern Illinois University, USA (MOU signed)
- (c) Ted Rogers School of Management (TRSM), Toronto Metropolitan University (TMU, formerly Ryerson University), Canada (their faculty visited us; MOU being signed, joint course-teaching finalized, joint executive education in the works)
- (d) Copenhagen Business School, Denmark (tri-partite collaboration along with TRSM, TMU)
- (e) Nottingham University Business School, Malaysia (we are in active conversation)
- (f) Monash University, Malaysia (their faculty visited us, we are in active talks)
- (g) e-Governance Academy, Estonia (our students visited)
- (h) e-Governance Leadership Centre, National University of Singapore (our students visited)
- (i) Chartered Financial Analyst (CFA) Institute (academic affiliation).

The collaborative endeavours under consideration are joint teaching of credit courses, joint executive education programs, student and faculty exchanges, joint research, conferences and doctoral colloquia etc.

The Institute is only the 3<sup>rd</sup> IIM to sign up for the Principles for Responsible Management Education (PRME) and Sustainable Development Solutions Network (SDSN), initiatives of the United Nations Global Compact. These help the Institute reinforce its commitment to bring sustainability and ESG (environmental, social and governance aspects) to the centre-stage of academics and research. The Institute looks forward to practicing the six principles of PRME: Purpose, Values, Method, Research, Partnership and Dialogue in a concerted manner.

#### **(5) Alumni - Role & Contribution**

The Institute has alumni from 6 batches of the flagship PGP program (total of about 500). The Institute has in place, alumni-connect mechanisms. The Institute is connected with all the alumni through its alumni portal <https://alumni.iimv.ac.in/>. The Institute conducts the following alumni engagement activities, every year:

1. Alumni are invited to the orientation program to share their experience with the new batch
2. 'Alumni Round Table Conference' series
3. 'Know it from you Alum' series
4. 'AlumShine' series
5. 'Students-Alumni interaction' series
6. Alumni Chapters Meet
7. "Sanshery" – An Annual Alumni Homecoming Event

The Institute is also taking steps to initiate recognition of its Alumni through Young Alumni Achievers Awards (male and female). The outcomes of efforts for Alumni Mobilisation have been very heartening. Alumni have been supporting the Institute through:

1. Live project opportunities
2. Summer Internship Project opportunities
3. Job Opportunities
4. Alumni have certainly enhanced the Institute's brand image

This has also been helping the Institute in summer and final placement processes.

## **(6) Administration & Financial Management**

### **The Institute**

The Institute was established on 1 Sep. 2015 as Society under the AP Societies Registration Act, 2001. The Indian Institutes of Management (IIM) Act 2017 (Act 33 of 2017) came into being with effect from 31 Jan. 2018. The Institute thus became a “body corporate” under the Act. The IIM Act declares IIMs as institutions of national importance with a view to empowering them to attain standards of global excellence in management, management research and allied areas of knowledge.

The operationalization of the Act is guided by the Indian Institutes of Management Rules, 2018 and the “Regulations” dated 11 Feb. 2021 formulated by the Board of Governors (BoG) of the Institute, gazette-notified on 26 March 2021.

The Institute has been progressing from strength and has earned the goodwill of all its key stakeholders, viz., students, faculty, industry, government and the society at large.

### **Board & Board Committees**

The BoG of the Institute is the principal executive body. The Board has been meeting at least once every quarter. The following Board-constituted sub- committees advise and assist the BoG:

- (a) Finance, Investment & Audit Committee (FIAC)
- (b) Building & Works Committee (BWC)
- (c) Human Resource Development Committee (HRDC)
- (d) Vision, Innovation and Strategic Transformation Advisory Committee (VISTAC)
- (e) Research and Academic Advisory Committee (RAAC)
- (f) Faculty Development & Evaluation Committee (FDEC).

The Committees have been meeting frequently and providing their input, views, suggestions and recommendations to the Board. They also approve matters falling within their delegated authority.

### **Internal Audit**

On the strength of its robust systems and processes, the Institute’s functioning has been smooth and streamlined, with the Internal Auditors declaring every quarter, after due diligence, as follows:

- Actions / Measures that should be taken by the Institute are duly taken: Yes
- Requisite approvals for expenditure / release of payments are being taken: Yes
- Actions / Measures that should NOT have been taken by the Institute but taken: Nil
- Actions / Measures that should have been taken by the Institute but not taken: Nil

**CAG Audit**

The reports of the CAG, arising from yearly financial and transaction audits have also not pointed out, as on date, any adverse remarks, except some observations on grouping or representation of certain items of expenditure under certain heads of account.

**No Litigation**

Further, the Institute does not have any court case, ever filed on it or on any of its functionaries, on any matter.

**Financial Position of the Institute**

A picture of the financial position of the Institute over the past five years is as follows:

<b>BALANCE SHEET AS AT 31<sup>st</sup> MARCH</b>							
(Amount in Rs. Lakh)							<b>2021-22 Vs</b>
<b>SOURCES OF FUNDS</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017-18 (%)</b>
CORPUS/CAPITAL FUND		20,725.61	10,933.41	5,361.40	3,794.24	3,180.96	552%
DESIGNATED/EARMARKED/ENDOWMENT FUNDS		3,210.78	405.66	237.12	221.74	0.00	
CURRENT LIABILITIES, PROVISIONS & LOANS		12,696.31	10,615.69	7,798.51	3,321.98	1,839.73	590%
<b>TOTAL</b>		<b>36,632.70</b>	<b>21,954.76</b>	<b>13,397.03</b>	<b>7,337.96</b>	<b>5,020.69</b>	<b>630%</b>
<b>APPLICATION OF FUNDS</b>							
		<b>2021-22</b>	<b>2020-21</b>	<b>2019-20</b>	<b>2018-19</b>	<b>2017-18</b>	
FIXED ASSETS		<b>21,355.03</b>	<b>5,498.87</b>	<b>1,779.44</b>	<b>1,374.40</b>	<b>1,043.57</b>	1946%
Tangible Assets		1,350.14	1,423.83	1,438.30	1,212.04	1,043.57	29%
Intangible Assets		163.19	183.76	149.54	119.74	0.00	
Capital Works-In-Progress		19,841.70	3,891.28	191.60	42.62	0.00	
INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS		<b>3,194.62</b>	<b>391.49</b>	<b>220.97</b>	<b>220.00</b>	<b>0.00</b>	
Long Term		0.00	0.00	220.97	220.00	0.00	
Short Term		3,194.62	391.49	0.00	0.00	0.00	
INVESTMENTS – OTHERS		221.79	207.45	0.00	1,610.89	1,534.73	185%
CURRENT ASSETS		9,614.58	15,441.70	11,116.32	3,940.99	1,915.16	
LOANS, ADVANCES & DEPOSITS		2,246.69	415.25	280.29	191.68	527.23	326%
<b>TOTAL</b>		<b>36,632.71</b>	<b>21,954.76</b>	<b>13,397.02</b>	<b>7,337.96</b>	<b>5,020.69</b>	<b>630%</b>
<b>Note: Regrouped wherever necessary</b>							

As can be seen from the above, the Corpus/Capital Fund grew by 5.5 times, Fixed Assets by about 19.5 times, and the Balance Sheet by 6.3 times between the Years 2017-18 and 2021-22.

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 <sup>st</sup> MARCH							
(Amount in Lakhs)							2021-22 Vs 2017-18 (%)
Particulars	2022	2021	2020	2019	2018		
<b>INCOME</b>							
Academic Receipts	3,035.51	1,910.23	1,592.33	922.49	560.49		442%
Grants / Subsidies	3,000.00	1,880.00	1,555.00	877.98	1,543.72		94%
Income from Investments	182.12	147.73	100.05	109.67	74.75		144%
Interest earned	4.12	4.16	1.92	3.22	4.18		-1%
Other Income	326.12	248.79	98.86	7.33	33.70		868%
Prior Period Income	0.00	3.44	0.35	7.03	0.13		-100%
Provisions written back	0.00	0.00	0.00	17.05	0.00		
<b>TOTAL (A)</b>	<b>6,547.87</b>	<b>4,194.35</b>	<b>3,348.51</b>	<b>1,944.77</b>	<b>2,216.97</b>		195%
<b>EXPENDITURE</b>							
Staff Payments & Benefits (Establishment Expenses)	1,493.01	1,136.81	888.08	673.23	376.98		296%
Academic Expenses	1,438.70	912.15	1,099.62	825.43	740.62		94%
Administrative and General Expenses	254.42	177.06	211.05	182.19	111.47		128%
Transportation Expenses	26.29	18.28	51.87	37.23	33.91		-22%
Repairs and Maintenance	83.78	70.56	53.45	37.89	29.45		184%
Finance Costs	0.00	0.00	0.00	0.00	0.00		
Depreciation	358.85	347.37	278.79	167.17	246.72		45%
Other Expenses	51.00	0.00	0.00	0.00	0.00		
Prior Period Expenses	6.21	2.41	3.98	18.25	4.57		36%
<b>TOTAL (B)</b>	<b>3,712.26</b>	<b>2,664.64</b>	<b>2,586.84</b>	<b>1,941.39</b>	<b>1,543.72</b>		140%
<b>Balance [Income (-) Expenditure] (C=A-B)</b>	<b>2,835.61</b>	<b>1,529.71</b>	<b>761.67</b>	<b>3.38</b>	<b>673.25</b>		321%
Transfer to HEFA Loan Repayment Reserve (HLRR) (D)	2,781.25	0.00	0.00	0.00	0.00		321%
Transfer to Faculty Compensation Reserve (FCR) (E)	5.44	152.97	0.00	0.00	0.00		
<b>Balance Being Surplus / (Deficit) Carried to Corpus/Capital Fund (F=C-D-E)</b>	<b>48.92</b>	<b>1,376.74</b>	<b>761.67</b>	<b>3.38</b>	<b>673.25</b>		
<b>Note: Regrouped wherever necessary</b>							

As can be seen from the above, between 2017-18 and 2021-22, Income multiplied approx. by 2 times, while expenditure grew by 1.4 times. The surplus, viz., balance i.e., excess of income over expenditure increased by 3.21 times.

### **Future Prospects**

The Institute looks forward to pursuing its Vision of educating and nurturing entrepreneurial leaders for business, government, and society with a Mission powered by: Academic freedom; Contextual-relevance and excellence; Creative-teaching for innovative outcomes; Commitment to ethical and sustainable management practices; and Professionalization of management education with equity and inclusivity as the underpinning values.

Pursuant to Objective 6(g) under the IIM Act 2017, the Institute looks forward to deepening its industry-connect by establishing specialized centres as follows, after due diligence:

- State-specific Appeal
  1. Agri-business Management & Marine-food processing
  2. Logistics & Supply Chain Management
  3. Skill Development & Social Entrepreneurship (IIMV-FIELD)
  4. Family Businesses
  5. Educational Innovation & Academic Leadership
  6. FAME – Film, Arts, Media & Entertainment (Leveraging the vibrancy of Tollywood).
  
- Pan-India Appeal
  1. Digital Transformation & Governance
  2. Financial Inclusion, Innovation & FinTech
  3. Big Data Analytics & Enterprise Risk Management
  4. Ethics & Corporate Governance
  5. Intellectual Property Facilitation & Management
  6. Management of MSMEs.

As regards building managerial capacities, the Institute proposes to enlarge its footprint through the following strategies and approaches:

- Offer wider bouquet of programs with ed tech as enabler:
  - Academic-title oriented (formal qualification) programs
  - Capacity-building programs (participation or completion Certificate)
  
- Offer specially curated programs for Gen-Y and Gen-Z (Young Leaders) who are Keen on upskilling via capsule education (employer-funded or self- financed), through a judicious combination of online and offline delivery ('*phygital*' mode), with current and emerging-demand concentrations (modular and "nano"), programs with international immersion for global exposure and capstone projects facilitating application of the knowledge gained.

The projected financials of the Institute for the next seven years are as follows:

<b>PROJECTED INCOME &amp; EXPENDITURE (RS. LAKH)</b>								
	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>
<b>Student Count – PGP</b>	<b>327</b>	<b>489</b>	<b>600</b>	<b>600</b>	<b>720</b>	<b>960</b>	<b>1,100</b>	<b>1,120</b>
<b>INCOME</b>								
Academic Receipts	3,035.51	4,334.83	5,396.63	5,764.51	7,164.74	9,725.93	11,555.41	12,374.33
Grants / Subsidies	3,000.00	1,735.00	0.00	0.00	0.00	0.00	0.00	0.00
Income from Investments	182.12	154.27	148.50	52.85	10.00	30.00	30.00	30.00
Interest earned	4.12	4.50	4.50	4.50	3.00	3.00	3.00	3.00
Other Income	326.12	781.50	1,122.33	1,946.47	2,409.97	3,937.71	4,671.63	5,001.84
Prior Period Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL (A)</b>	<b>6,547.87</b>	<b>7,010.10</b>	<b>6,671.96</b>	<b>7,768.33</b>	<b>9,587.71</b>	<b>13,696.64</b>	<b>16,260.04</b>	<b>17,409.17</b>
<b>EXPENDITURE</b>								
Staff Payments & Benefits (Establishment Expenses)	1,493.01	2,137.35	2,448.39	2,679.95	3,215.94	3,859.14	4,630.97	5,094.07
Academic Expenses	1,438.70	2,876.14	3,201.95	3,868.06	4,619.95	6,653.17	7,657.85	8,006.71
Administrative and General Expenses	254.42	485.85	512.22	564.15	689.58	892.10	1,070.53	1,177.57
Transportation Expenses	26.29	130.00	65.00	72.50	0.00	0.00	0.00	0.00
Repairs and Maintenance	83.78	176.46	206.50	218.14	283.58	368.65	442.38	486.63
Depreciation	358.85	2,063.43	2,104.70	2,146.79	3,960.74	4,039.96	4,120.76	4,203.17
Other Expenses	51.00	98.75	45.00	50.00	50.00	50.00	50.00	50.00
Prior Period Expenses	6.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL (B)</b>	<b>3,712.26</b>	<b>7,967.98</b>	<b>8,583.76</b>	<b>9,599.59</b>	<b>12,819.79</b>	<b>15,863.02</b>	<b>17,972.49</b>	<b>19,018.15</b>
<b>Balance being excess of Income over Expenditure (C=A-B)</b>	<b>2,835.61</b>	<b>-957.88</b>	<b>-1,911.80</b>	<b>-1,831.26</b>	<b>-3,232.08</b>	<b>-2,166.38</b>	<b>-1,712.45</b>	<b>-1,608.98</b>
<b>Balance being excess of Income over Expenditure (without depreciation) (D=A-(B-Depreciation))</b>	<b>3,194.46</b>	<b>1,105.55</b>	<b>192.90</b>	<b>315.53</b>	<b>728.66</b>	<b>1,873.58</b>	<b>2,408.31</b>	<b>2,594.19</b>
Transfer to HEFA Loan Repayment Reserve (HLRR) (E)	2,781.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Faculty Compensation Reserve (FCR) (F)	5.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Balance Being Surplus / (Deficit) Carried to Corpus/Capital Fund (G=C-E-F)</b>	<b>48.92</b>	<b>-957.88</b>	<b>-1,911.80</b>	<b>-1,831.26</b>	<b>-3,232.08</b>	<b>-2,166.38</b>	<b>-1,712.45</b>	<b>-1,608.98</b>
<b>Repayment of HEFA Loan - Institute's Share</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,112.50</b>	<b>1,112.50</b>	<b>1,112.50</b>	<b>1,112.50</b>	<b>1,112.50</b>
If Grants from MoE for recurring exp of New Campus are received as per DPR(H)	0.00	2,097.00	3,131.00	3,883.00	4,775.00	6,199.00	7,902.00	9,798.00
<b>Surplus after receiving MoE grants for new campus=C+H</b>	<b>2,835.61</b>	<b>1,139.12</b>	<b>1,219.20</b>	<b>2,051.74</b>	<b>1,542.92</b>	<b>4,032.62</b>	<b>6,189.55</b>	<b>8,189.02</b>

PARTICULARS (RS. LAKH)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>ACADEMIC RECEIPTS</b>								
1. Tuition fee								
PGP	2,514.41	3,611.80	4,627.63	4,859.01	6,147.24	8,597.43	10,316.91	11,024.83
PGPEX	302.03	318.90	352.50	406.50	432.00	460.50	486.00	514.50
PGPDGM	215.07	400.13	412.50	495.00	577.50	660.00	742.50	825.00
2. Application/Test Fee	1.79	2.00	2.00	2.00	4.00	4.00	5.00	5.00
<b>Total</b>	<b>3,033.30</b>	<b>4,332.83</b>	<b>5,394.63</b>	<b>5,762.51</b>	<b>7,160.74</b>	<b>9,721.93</b>	<b>11,550.41</b>	<b>12,369.33</b>
Miscellaneous/Audit Course Fee	2.21	2.00	2.00	2.00	4.00	4.00	5.00	5.00
<b>TOTAL</b>	<b>3,035.51</b>	<b>4,334.83</b>	<b>5,396.63</b>	<b>5,764.51</b>	<b>7,164.74</b>	<b>9,725.93</b>	<b>11,555.41</b>	<b>12,374.33</b>
<b>OTHER INCOME</b>								
1. Income from holding events	1.59	2.00	2.60	3.38	4.39	5.71	7.43	9.65
2. Income from EEPs/Research	106.62	231.50	1,079.33	1,902.29	2,364.36	3,890.37	4,622.16	4,949.73
3. Income from MGNF Program	181.21	508.00	0.00	0.00	0.00	0.00	0.00	0.00
4. CAT Surplus Share	36.70	40.00	40.40	40.80	41.21	41.62	42.04	42.46
<b>TOTAL</b>	<b>326.12</b>	<b>781.50</b>	<b>1,122.33</b>	<b>1,946.47</b>	<b>2,409.97</b>	<b>3,937.71</b>	<b>4,671.63</b>	<b>5,001.84</b>

#### **Internal Resource Generation**

For shoring up internal resource generation towards self-sufficiency and sustainability [Section 9 of IIM Act], the Institute looks forward to establishing a Resource Mobilization Cell to pursue new initiatives towards building corpus such as: seeking external research grants from the government departments and consultancy projects from the industry, approaching corporates for funding endowed Chairs and establishing specialized centres (as Centres of Excellence), seeking CSR funds and coming up with a "Giving Policy" and approaching alumni, parents of students, corporations and NGOs to support the mission and growth plans of the Institute. The Institute, in due course, would also like to explore the large diaspora from the AP State who are successful in their careers and settled abroad for funding. Monetizing the assets on the permanent campus, e.g., charging fee from external parties for use of facilities e.g., incubator seats; auditorium, sports facilities etc. is also an option under consideration.



## (7) Culture & Ethics

### Culture

The Institute follows an open, transparent, and collegiate culture that encourages stakeholder-participation, consultation, and consensus. All the faculty of the Institute are actively engaged in administrative matters, such as leading program or activity committees. Academic Areas necessarily meet at least once every month to discuss matters of common interest. Meetings of the Academic Council (Faculty Council) comprising all faculty of the Institute are held on an average once every month, encouraging active participation by faculty in all matters concerning academics and administration. They thus have a free voice and opportunity to share their views and contribute to institution building, growth, and development. Accordingly, conversations in the Institute are always free and frank, with emphasis on respect for individuals and teamwork.

The Faculty Development & Evaluation Committee (FDEC) is a Committee of eight external professors (serving/retired) who evaluate the performance of the faculty objectively, annually. The Director is not a part of the Committee (by design) and is only an attendee/invitee, so that assessment can be as independently carried out as possible.

As per Board-approved process, a mechanism is in place for the interaction of the faculty (without the presence of the Director) with the Chairperson (BoG) along with the Chairman (FDEC), as an annual event. There is also a practice in place for an exit interview (without the presence of the Director) with the Chairman (FDEC) for the faculty intending to leave the Institute.

### Ethics

The Institute attaches great importance to practice of ethical conduct. Through its policies and pronouncements, it professes and promotes the ethical behavior of employees in their professional endeavors and engagements. Through codes of conduct like "No Conflict Agreement", "Non-Disclosure Agreement", Handbooks (for students), and following laid down systems and processes, the Institute promotes conduct and behavior that are morally and ethically right and acceptable. The Institute follows in all its transactions and dealings, transparency, fairness, due disclosures, and accountability.

Instruments such as Grievance redress mechanisms, Right to Information Act, 2005, Third Party Audits (Internal Audit, CAG Audit – Financial and for Transactions), Delegation of Powers, Declaration of Assets & Liabilities, Oversight by the Board Committees, the Board, and the Ministry of Education contribute to the Institute treading the path of transparent functioning and good governance, at all times.

Adherence to: (i) laid down rules & regulations, (ii) proven precedents & past experiences; (iii) evidence-based analysis, and (iv) committee and team approach form the bedrock, promoting professional approach in the Institute, with less scope for discretion. The Program Committees, Activity Committees and Academic Council ensure that academic and administrative activities are conducted in a transparent and professional manner. The Research Ethics Committee ensures that the research practices followed by the faculty are fair and ethical.

The Mission Statements of the Institute, *inter alia*, comprise demonstrating commitment to ethical and sustainable management practices; and contributing to professionalization of management education with equity and inclusivity as key drivers. Among the core values of the Institute that define the Mission, in the Pursuit of Vision are: (a) Academic Freedom; (ii) Equity; (iii) Excellence; (iv) Professionalism; and (v) Sustainability.

The Institute stands committed to these core values and will, at all times, tailor its strategies and approaches; systems and processes; organization and methods, in accordance therewith.

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