



**UNIVERSITY GRANTS COMMISSION
BAHADUR SHAH ZAFAR MARG
NEW DELHI-110 002**

**PROFORMA FOR SUBMISSION OF EXPERT COMMITTEE REPORT -
STATE PRIVATE UNIVERSITIES**

The committee visited the AURO University of Hospitality and Management, Surat on January 10-11, 2014

Part – I - Preliminary

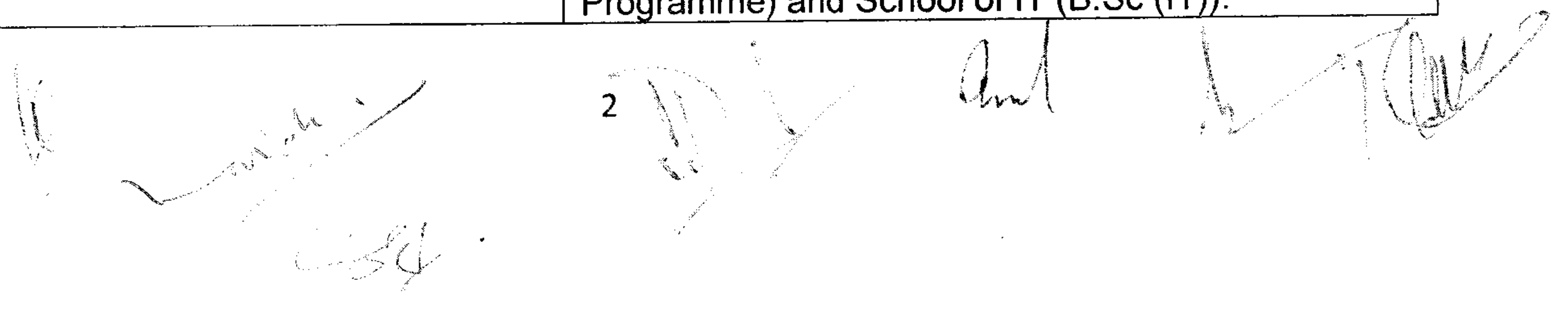
(i)	Constitution of the Expert Committee	<p>UGC Expert Committee</p> <ol style="list-style-type: none"> 1. Prof. H.P. Dikshit, Chairman Former Vice Chancellor, IGNOU, 69, Nayagaon, Rampur, Jabalpur 482 002 2. Prof. Inayet Ali Zaidi, Member Department of Tourism, Hotel Hospitality & Heritage Studies, Jamia Millia Islamia, New Delhi - 110 025. 3. Prof. Ajay Pandit, Member, Faculty of Management Studies University of Delhi, Delhi - 110007 4. Dr. Sandeep Grover, Member, Professor and Chairman, Dept. of Mechanical Engg. YMCA University of Science and Technology, Faridabad 5. Prof. M AfzalWani, Member, Dean School of Law and Legal Studies, CGS Indraprastha University Sector 16C, Dwarka, New Delhi -76 6. Dr. Sitikantha Mishra, AICTE Nominee, Ex-Director, IITTM Hig -35 VijayaVihar 7 –Acres Chandrashekharpur Housing Board Colony Bhubaneswar – 751021 7. Mr. Rameshchandra G Shah, Advocate, BCI Nominee, 301, Chancellor Apartments, Opp RTO Ring Road, Opposite KrishiMangal , Hall Surat - 395001 8. Dr. Archana Thakur, Deputy Secretary, Coordinator, UGC
(ii)	Date(s) of the visit	January 10-11, 2014
(iii)	Any other information	Nil

Part – II - Introduction

(i)	Brief introduction of the University (refer 1.1 of the format)	The Auro University of Hospitality and Management has been established under the Gujarat Private Universities Act 2009 by Government Notification no. L21NRP/G/GNR/84 dated 12 th October, 2011 and
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		<p>Gazetted on 14th October, 011. The Auro University of Hospitality and Management is somewhat different than many other Private Universities in the sense that instead of any Registered Trust / Society supporting the University, it is being sponsored by M/s Auro International School of Hospitality Management Registered as a Company under the Companies Act of 1956 for promoting objects of the nature specified in section 25 subsection (1), Clause (a) of the said Act. This has its influence on the general approach and processes of Industrial Management in matters of academic appointments. For example, appointments are made on the Cost To Company (CTC) basis rather on UGC scales. As per the Act "the AURO University shall be a non-grant self-financed university and shall not receive any grant-in-aid or other financial assistance from the State Government or Central Government". As per the ordinance Registered No. L2/RNP/G/GNR-84 as per the Education Department Notification, Sachivalya Gandhinagar, under the Gujarat private Universities Act, 2009 on page no. 160-11 the various schools proposed to be started are:</p> <ol style="list-style-type: none"> 1. School of Hospitality 2. School of Management and Entrepreneurship 3. School of Commerce and Economics 4. School of Information and Technology 5. School of Mass Communication 6. School of Law 7. School Health & Allied Science 8. School of Engineering 9. School of Planning and Architecture 10. School of Education 11. School of Continuous Education <p>Out of these 11 schools 02 i.e., School of Management and Entrepreneurship and School of Hospitality started in the academic year 2011.</p> <p>In 2012 i.e., School of Information and Technology and School of LAW has been started.</p>
(ii)	Date of establishment of the University (refer 1.4 of the format)	Established on October 14, 2011 via gazette notification on October 12, 2011 GUJARAT Act NO. 25 OF 2011 Annexure 1
(iii)	Brief description of the University and its faculties/courses	AURO University established in the year 2011 with 02 schools and 03 academic programmes viz School of management and entrepreneurship with BBA and MBA programmes and School of Hotel management having BHM. In the year 2012 it started 02 new schools School of Law (05 year integrated BBA, LLB Programme) and School of IT (B.Sc (IT)).

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(iv)	Brief description of the Trust/Society that governs the University	<p>Name: AURO INTERNATIONAL SCHOOL OF HOSPITALITY MANAGEMENT AURO INTERNATIONAL SCHOOL OF HOSPITALITY MANAGEMENT is incorporated under section 25 of the companies Act, 1956</p> <p>Directors: Shri H P Rama Mr. Nayan Banker Mr. M P Rama Mr. Vinay Rama Mr. D J Rama</p> <p>Annexure 2</p>
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Part – III – Summary Report

A. Legal Status

(i)	Is the University duly established under the law and as required in the UGC Regulations? (refer 1.10 and 1.11 of the format)	<p>Yes The university has been established under compendious act (Gujarat Act no. 25 of 2011) Annexure – 1</p>
(ii)	Is the Trust/Society involved in promoting the University sufficiently focussed on educational activities and independent of their business or any other interest, if any?	<p>Yes AURO University is a Section 25 company – a not a for profit company. The infrastructure of the academic buildings, hostels and all other necessary infrastructure for efficiently running the university has been made through the funding by the parent company / group company, JHM International, USA.</p> <p>The funding of the day to day operations are met from fees that are collected from the students. The University had an excess of expenses over income in the first two financial years which were met through the funding from the parent company / group company by way of donations. However in the third academic year, University is expecting to operationally break even. The JHM International Business is independent to the University. At no point of time the business activities are over lapping with each other. The JHM International promoters are already on to the board of different Universities across the globe and has an exposure to the academic activities</p>

B. Organization Description

(i)	Does the University abide by UGC Regulations on off-campus centres	NA
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	Yes No Not applicable (refer 2.4 of the format)	
(ii)	Does the University abide by UGC Regulations on off-Shore campus centres Yes No Not applicable (refer 2.5 of the format)	NA
(iii)	Does the University offer courses under distance mode with the approval of competent authority of the Government of India? (refer 2.6 and 2.7 of the format)	No

C. Academic Activities



(i)	Are the courses offered by the University narrowly focussed or adequately diverse?	Only the Degrees for Law has been approved by the Bar Council of India
(ii)	Are the list of courses for the award of degree as per the Section 22 of the UGC Act, 1956?	No
(iii)	Is the sanctioned intake is as per the norms/intake sanctioned by the concerned Statutory Council(s)/UGC?	The actual intake is less than the sanctioned intake.
(iv)	Whether courses run are approved by concerned Statutory Council(s)?	Yes, Law is approved by BCI
(v)	Are there adequate support facilities for students, especially for disadvantaged students? (refer 4.5 of format)	YES, The University provides financial aid to students based on academic merit and need based dependent upon gross family income. The financial aid covers the waiver in tuition fees only. Toilets are with appropriate facilities. The campus is safe and well guarded. Educational Loan assistance through tie-ups with various banks.
(vi)	Are the students adequately informed? (refer 4.7 and 4.8 of the format)	Yes www.arouniversity.edu.in The website is regularly updated.


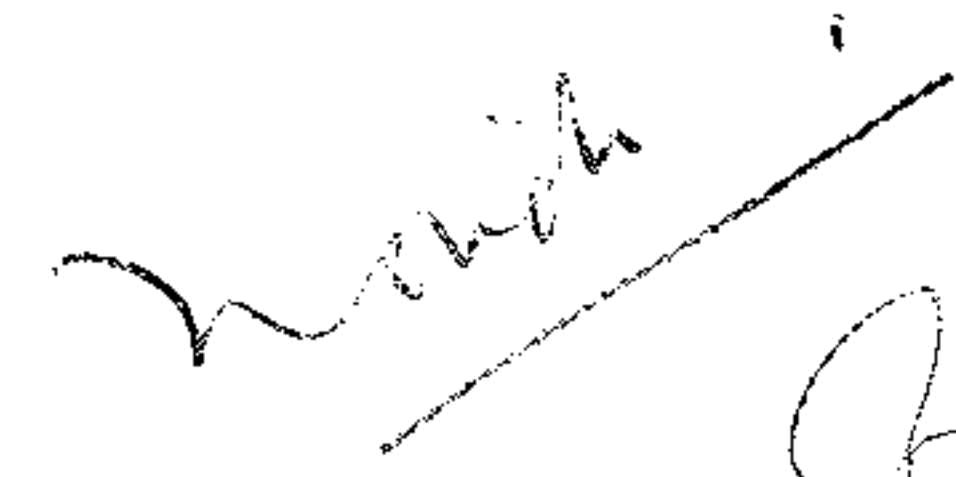

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		<p>All the relevant information is available on the University's website for the prospective students to refer to. The prospectus and the admission brochure also carries all the information with respect to admission and facilities that are provided. After the admission students go through orientation program that help them to understand rules and regulations of the University which are also documented in the University handbook and copies.</p> <p>The student centre in the University is also the contact point for the students to reply and clarify the queries with the current students.</p> <p>University organises open houses and seminars for the prospective students and the parents to get the first hand information. It also organises the "University Day" for the prospective students to get the feel and pulse of the University system.</p>
(vii)	<p>Is there a Grievance Redressal Mechanism and is that working properly? (refer 4.9 of the format)</p>	<p>There is a disciplinary committee to look into grievance redressal. An anti ragging cell is also operational in the university</p>
(viii)	<p>Is the University following proper procedure for formulation and revision of curriculum on periodic basis? (refer 5.1 to 5.4 of the format)</p>	<p>Till date no revision of curriculum is done.</p>
(ix)	<p>How regular, fair and transparent is the examination system? (refer 5.7 to 5.14)</p>	<p>The objective of the University's evaluation system is to keep each student continually informed of his/her performance in relation to the academic achievement.</p> <p>The AURO university assessment and grading is based on continuous assessment of the students. As approved by the Academic Council course guideline/ ordinance documents specify various types of assessments as specified below:</p> <ul style="list-style-type: none"> - Mid Term - End Term - Presentation and Seminar - Project Report - Role Plays - Simulation Exercises - Case Study Evaluation - Class Participation and Discussion <p>Generally the answer scripts are evaluated internally having first and second marking and if module specifies external evaluation is done</p>

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D. Admission Process

(i)	Does the University follow fair and transparent procedure for admission? (refer 6.1 and 6.7 of the format)	AURO University admission process has been approved under relevant ordinance. Admission in BBA, B Sc (IT), B Sc Hospitality Management through interview only. For law programme and MBA programme, entrance test is also taken into consideration.
(ii)	Do any special reservation on quota follow clearly laid down policy?	NO. All students are admitted through the regular admission process. There is no management quota applicable at AURO University

E. Fee Structure

(i)	Are the students sufficiently informed about the fees and charges payable?	Yes The fees is displayed on the university website and information brochure. There are no hidden charge
(ii)	Does the University follow its own declared policy in collecting any fees or charges or are there some charges over and above the publically stated fee structure?	No The University does not charge anything other than the stated fees structure
(iii)	Is the mode of fees collection transparent or are there complaints of payments without receipts?	Yes, The University collects fees through Demand Draft or money transfers through bank accounts and the students are given receipt of each fee received. No fees is collected without receipt of payment
(iv)	Are the fees reasonable compared to costs involved in running the programmes and to other similar institutions?	Yes, the fee seems to be on the higher side.
(v)	Is the fee structure based on a policy or guidelines laid down by the Government?	Yes The present fees structure is approved in the ordinance by the Government of Gujarat
(vi)	Is there any indication of the University being run solely or primarily for commercial gains?	No The university follows a transparent system of accounts. The audited system of accounts of income and expenditure is present in the university. The University does not have any management quota

F. Faculty

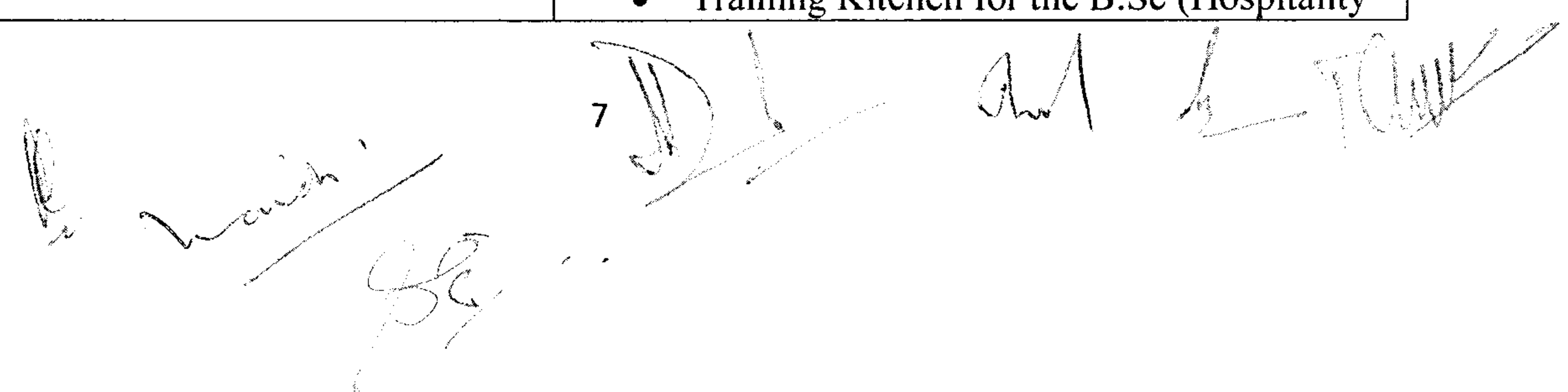
(i)	Does the University follow Pay Scales and service conditions laid down by the UGC?	UGC pay scales and service conditions are not implemented.
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(ii)	Is the faculty well qualified and well trained for the courses? (if required, please make comments separately for each faculty/department)	There are 28 faculty members in the university. Of which 4 are Net Qualified and 10 are Ph. D. holders
(iii)	Is the proportion of permanent faculty adequate or is the University being mainly run by deploying contractual faculty /guest faculty/ Part-time faculty?	AURO University has adequate no. of permanent faculties to run the academic programmes. Few of the contractual / guest / part time do assists to provide in depth knowledge of the subjects. The composition of the university faculty is as follows: Regular:28 Contractual / Guest / Part-time: 01
(iv)	Has the University followed due process for recruitment of faculty?	The university recruits the faculty through internal committees. Annexure 3

G. Infrastructure

(i)	<p>Are the following infrastructure facilities adequate?</p> <ul style="list-style-type: none"> ➤ Land and Buildings ➤ Class Rooms ➤ Laboratories and equipment ➤ Library ➤ Sports facilities ➤ Residential accommodation including hostels 	<p>Yes, The current land possessed by the university is 20 acres. The Built up area 92085 SFT with air conditioned class rooms, library, fully equipped computer lab, dedicated server room, dining area, training kitchen, outdoor games etc.</p> <p><u>The prospective plan for future development of the university to create a world class learning centre with unique campus that can accommodate more than 8000 students, Halls of residence, dedicated central library, auditorium with seating capacity of 1000, sports arena, student centre including Gym, Jacuzzi and spa.</u></p> <p>Yes, The university has world class infrastructure which included state of the art classrooms equipped with OHP, white board and graph board, audio video system for video case and live sessions. Classrooms are either free seating or fixed seating arrangements depending upon the requirements of individual faculty member.</p> <p>Various programme that are being offered at AURO University has the mix both practical and theoretical knowledge few of the courses which are currently running involves extensive laboratory and its usages based on the module requirement. Using the lab is the internal component and pedagogy of such modules. The current modules which are using these labs are</p> <ul style="list-style-type: none"> • Training Kitchen for the B.Sc (Hospitality
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Students) equipped with 5 training stations and a faculty office. Video conferencing enabled.

- Training Bakery for B.Sc (Hospitality Students) equipped with commercial baking oven and prep area. Video conferencing enabled.
- Computer Lab (equipped with 60 computers and projectors)

All the equipment were purchased during the financial year 2011/ 2012 and are in good condition.

The total value of the equipment is 1.5 Cr

Library:

a)	Total Space	4950 Sq.ft.
b)	Computer/ Communication facilities	1) 3 computers for office work. 2) 4 Computers for OPAC (Online Public Access) searching; accessing online Databases & Virtual Library
c)	Total no. of Books	4875
d)	All Research Journals subscribed on a regular basis	Print – 86 E-Journals – 3077 (with ProQuest and EBSCO)
e)	Databases	1) Proquest Management Collection Database 2) Capataline Corporate database 3) Ebsco Hospitality Management Complete Database 4) Manupatra Legal Database

University has provision for both Boys and Girls Halls of Residence – LOTUS and ROSE. Whereas out of the campus accommodation arrangement for the faculty and staff is available.

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H. Financial Viability

(i)	Does the University have adequate and independent funds?	Yes FDR No: 33405707889 of Rs. 5 Lakhs FDR No: 33552932779 of Rs. 40 Lakhs FDR No: 33565063350 of Rs. 35 Lakhs FDR No: 33565075730 of Rs. 35 Lakhs FDR No: 33565078174 of Rs. 35 lakhs FDR No: SU/140076 of Rs. 1.9 Lakhs Annexure 4
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I. Governance System

(i)	Are various authorities and bodies responsible for the governance of the University in place and working regularly and properly?	Yes The University has Governing Body, Academic Council and Board of Management.
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J. Research Profile

(i)	How would you rate the research profile of the University in terms of Research orientation, environment, facilities and output? (please give comments separately on faculties and departments)	As the University is new and established in the year 2011 the focus was on setting up academic and business environment for effective faculty development during the last 2 and ½ year university has organized 02 national and 01 international conference and 02 faculty development programmes. Few of the faculty members are working as research guides / supervisors in the doctoral programmes of other universities.
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K. Miscellaneous

(i)	Is the Non-teaching staff adequate, well qualified and paid as per the norms of the concerned State Government?	Yes The University has 74 non-teaching staff and they are paid as per Gujarat Government norms
(ii)	Do the academic results show evidence of independent and rigorous evaluation prior to the issue of degrees?	Yes The university follows a continuous system of evaluation through semesters. They are mid term and end term exams. The question papers are set internally
(iii)	Has the University obtained necessary and desirable accreditations?	Nil

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L. Strength and Weaknesses of the University

(i)	Strengths of the University	<ol style="list-style-type: none"> 1. The University provides inputs of value based education for students pursuing various courses in the university. 2. A unique feature of the University is that its Chairman is very well connected with a chain of Hotels internationally with long experience in the field of Hospitality Management and owns a very well established Hotel in Surat. Thus there are future possibilities of establishing a good School of Hospitality Management; provided highly qualified faculty is recruited by the University and as mentioned in the presentation by the Chairman and other senior Officials there plans for development of a well equipped Hotel in the campus get materialized. But this will take time.
(ii)	Weaknesses of the University	<p>The Auro University of Hospitality and Management is somewhat different than many other Private Universities in the sense that instead of any Registered Trust / Society supporting the university, it is being sponsored by M/s Auro International School of Hospitality Management Registered as a Company under the Companies Act of 1956 for promoting objects of the nature specified in section 25 subsection (1), Clause (a) of the said Act. This has greatly influenced the general approach and processes of Industrial Management in matters of academic appointments and retention of qualified faculty, which has its obvious consequence on the quality of education.</p> <p>The university could not provide any ordinance or even policy document about terms and conditions for appointment of the faculty and other staff. Minimum qualification prescribed by the UGC for faculty recruitment has not been implemented in many cases. Almost all appointments have been made on fixed payments which again vary from faculty to faculty in the same cadre. The period of appointment mentioned in letters issued to the</p>

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		<p>faculty vary from 6 months to 2 years on probation, with the condition that they could be removed with one month's notice or with an advance payment of one month's salary. These have contributed to a general environment of uncertainty in the minds of those working in the university about their future and future of the University.</p> <p>Well defined systems for design and development of Academic Programmes, their internal quality audit supported by external experts etc. could not be established as yet. For example, in the first ordinances approved by the State Govt. on 5th June 2012 there was a provision for creation of Board of Studies for each School, but it is being processed now. Meanwhile one common Board of Studies for Schools was operating. The process of selection of the faculty is also vague as in the existing ordinances constitution of Selection Committees for faculty positions are not mentioned. From the minutes of Selection Committee Meetings it appears that 3 internal faculty members make recommendations for appointment, which are then approved by the Provost and the President.</p> <p>Terms and conditions of Service of Teachers and other staff members appointed by the university as per guidelines approved by the Board of management has the following overriding clause which makes other provisions essentially ineffective: "All terms and conditions in relation to employment including the salary and perks are as per the letter of appointment issued by the competent authority of the University". Thus terms and conditions should be revised in line with the UGC guidelines.</p>
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Part -IV – Recommendations (Suggestive Only to be finalised during the visit)

**A. General Observations and suggestions
(please avoid repetitions of the point mentioned above)**

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In two and a half years of its existence, the University has set up four Schools, viz. School of Information Technology, School of Management, School of Hospitality and School of Law. We make some common general observations about these Schools followed by School Specific Observations

General:

1. The University has yet to setup Board of Studies for each Schools, though this was required to be done by the Ordinances approved on 5th June, 2012. As reported by the faculty they design the courses and the same are processed through one Common Board of Studies for Schools followed by their approval by the Academic Council. In the process the Schools are deprived of important inputs from external area specific experts.
2. In general, the University has not been able to recruit faculty as per the norms and requirements of the UGC Guidelines, in terms of their pay scales, career advancement, minimum qualification etc. Instead, the salaries on Cost to Company (CTC) basis.
3. In the presentations made before the Expert Committee it was mentioned that the University was in the process of major expansion in terms of infrastructure which would be done on about 40 acres in addition to 20 acres available presently.
4. There is no on campus residential accommodation for faculty or other staff. In the consolidated amount paid to most of the faculty a certain percentage is shown as house allowance which varies from teacher to teacher and is quite in appropriate in several cases.
5. The nurse employed by the University is also assigned the responsible job of Hostel In-charge for Girl's Hostel and she stays in the hostel itself.
6. The Fees structure for all the course conducted by the University or on fairly higher side.
7. The campus facilitates Wi-Fi connectivity and most of the students acquire laptops of their own.
8. Library needs to be augmented with additional reference books and quality journals on line and some in print.
9. Facility for sports like Indoor games, cricket, volleyball, football etc is available.
10. The University is maintaining a small dispensary with a trained nurse, who provides basic medicines whenever required by any employee, student or faculty
11. There is one Girl's Hostel and another Boy's Hostel in the campus. These Hostels are well built and each has a capacity of 24 rooms in each of the three floors. There are two beds in each room with attached bathroom in each room. Hostel fees for Non-Ac rooms (twin sharing) and (single occupancy) are respectively Rs. 20000/- and Rs. 40,000/- per semester per student respectively. Hostel fees for Ac rooms (twin sharing) and (single occupancy) are respectively Rs. 41000/- and Rs. 61,000/- per semester per student respectively. In addition students are required to pay Rs.25000/- per semester for food available from the Cafeteria in the campus. However, the occupancy is very low.
12. From a meeting with all the faculty members it was apparent that they felt quite dissatisfied with the monthly pay received by them. They also expressed their concern about great disparity in fixed pay in the same cadre.

13. In a meeting with the students, they felt satisfied with the students' problem redressal system. However, some of them expressed their concern for lack of encouragement in learning beyond the course specific content. They demanded for more reference material in the Library.
14. The non-teaching staff also has been engaged on contract but they felt satisfied.
15. The University does not maintain records about SC/ST/OBC categories.

Observations Specific to Schools

1. School of Information Technology

While visiting the School the Expert Committee met two faculty members designated as Asst. Professors and the third was engaging a class. The consolidated monthly salary of one Assistant Professors appointed for six months is as low as Rs. 35,000/-. One retired Professor of Mathematics who has been engaged on a fixed salary of Rs. 40,000/- pm was not available but appeared in the Meeting of the Committee with all the teachers and stated that he had joined the University to carry on his research in Mathematics.

The faculty informed that they designed the courses for B. Sc. (IT) internally. None of the faculty members holds a Ph. D. degree. Two faculty members mentioned that they would like to be registered for Ph. Degree while the third one said that he was about to submit his Ph. D. Thesis.

There are two IT Laboratories one consisting of 60 Thin Clients with Windows 2008 Enterprise and another consisting of 11 Work Stations with 6 Windows 2007 Professional, 5 Ubuntu Linux. The former is shared with other Schools. There are 9 IBM-Blade Server H-Series. These Laboratories are inadequate as they are required to cater to the students of School of IT and also those in the School of Management. They also support other IT based requirements of the University.

The School is running only one undergraduate Programme that is B.Sc. (IT), with a total of 21 students in all against the provision of 60 students for I and II year taken together.

School of Law

The School of Law started by admitting 14 students for B.B.A. LL. B. against sanctioned strength of 120 in 2012-13 session. In 2012-13 session another 34 students have been admitted to the course.

1. Against the requirement of the UGC Guidelines of One Professor, Two Associate Professors and four Assistant Professors, the School of Law has been provided with Four Assistant Professors.
2. This faculty in Law is supported by one Assistant Professor of English and another Assistant Professor from School of Management. Thus, the posts of One Professor and two Associate Professors in Law should be filled on priority.
3. Instead of Legal Aid Centre established earlier the School is organizing literacy camps.
4. IT applications in Legal Studies are growing fast, it is therefore necessary for the School to have a separate IT Laboratory for Law.

5. The Law Library is situated as a part of the General Library but it would be desirable to house the Law School and its Library in a separate block in future.
6. Fee charged from the students is on the higher side.

Schools Of Management and Hospitality Management and Entrepreneurship

1. As in other Schools the faculty available in this is not as per UGC norms and guidelines.
2. The fee charged from students is relatively very high. For example students in the School of Hospitality Management have to pay Rs. 11 lac for a four semester course.
3. Taking into account all the 1620 students admitted to various programmes like M. B. A., B. Sc. (IT), B.B.A. and B.B.A.LL.B., and further additions within the next six months, the existing infrastructure is inappropriate.
4. The existing IT Laboratories cannot afford to support the studies and hands on experience of the students..
5. The fee structure is on a higher side. For example students in the School of Hospitality Management have to pay Rs. 11 lac for a four semester course.

Suggestions

1. The university should take immediate steps to fill in the posts with qualified faculty as per UGC norms through a transparent system.
2. Instead of fixing salaries of faculty on CTC system, UGC scales.
3. Terms and conditions of Service of Teachers and other staff members appointed by the university as per guidelines approved by the Board of management has the following overriding clause which makes other provisions essentially ineffective: "**All terms and conditions in relation to employment including the salary and perks are as per the letter of appointment issued by the competent authority of the University**". Thus terms and conditions should be revised in line with the UGC guidelines.
4. The present system of Selection Committee consisting of inter faculty alone is not as per UGC guide lines. External experts as per these guidelines should be associated in the Selection Committees.
5. IT Laboratory Facilities have to be extended to facilitate hands on experience for students of all the Schools. It may be essential to establish separate IT Laboratories for each School.
6. Additional Software like Mat lab and for computational applications across the disciplines should be acquired.
7. The university should develop a firm policy for professional development of faculty and encourage them through financial support for active participation in conferences, Academic Staff Colleges and several other programmes.
8. 20 acres of land with a maximum of 3-4 storied buildings is considered to be insufficient for a University. The Management should provide to the University additional space for campus and buildings.
9. The existing fee structures are very high and they should be reduced substantially to ensure inclusiveness and equity in access to education being provided by the University

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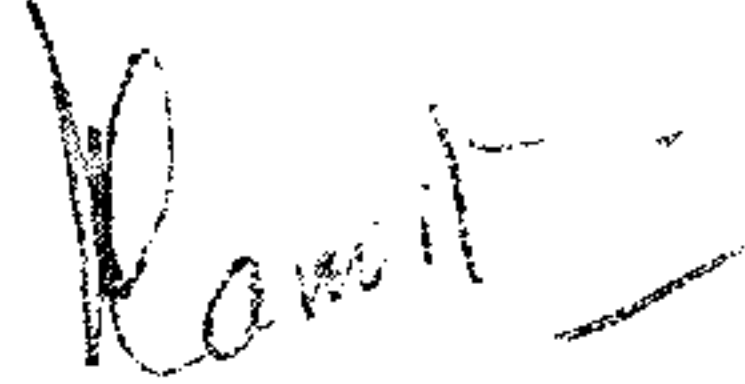
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Final Recommendations: The University should not be granted Approval Letter at this stage.



Prof. H.P. Dikshit Chairman



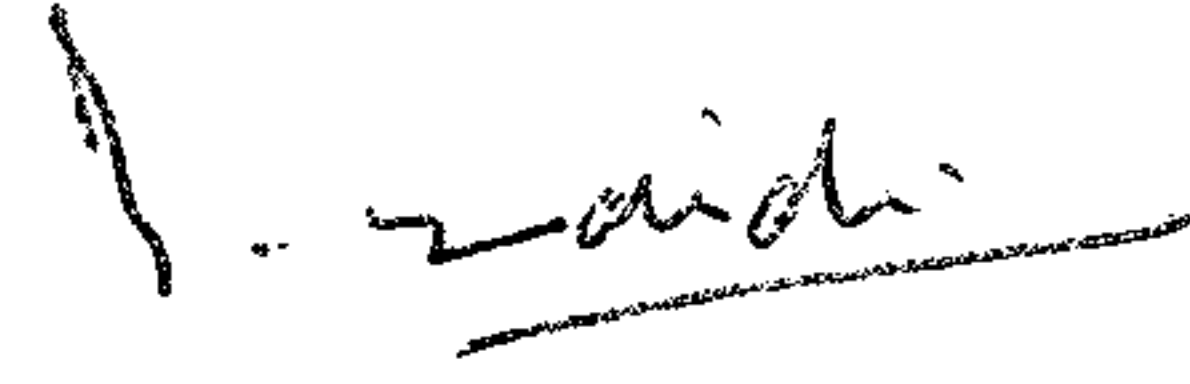
Prof. Ajay Pandit, Member



Prof. M Afzal Wani, Member



Mr. Rameshchandra G Shah,
Advocate, BCI Nominee



Prof. S. Inayet Ali Zaidi, Member



Dr. Sandeep Grover, Member



Dr. Sitikantha Mishra AICTE Nominee



Dr. Archana Thakur, Deputy Secretary,
Coordinator

January 11, 2014

