PEER REVIEW COMMITTEE – Observations and recommendations

National Institute of Pharmaceutical Education and Research (NIPER), Kolkata was founded in 2007 under the aegis of Ministry of Chemicals & Fertilizer as a Centre of Excellence for higher education, research and development in pharmaceutical sciences. The institute was declared as an Institute of National importance by Government of India through an Act of Parliament (NIPER Act 1998 & NIPER amendment Act 2007). At present, the new Institute is mentored by and housed within CSIR-Indian Institute of Chemical Biology (CSIR-IIChB), Kolkata, a premier Institute of the Council of Scientific & Industrial Research, India. The key objectives of NIPER, Kolkata are:

- To tone up the level of pharmaceutical education and research.
- To produce leaders in the field and provide opportunities for training of future teachers and research scientists for the industry and the profession.
- To be a center for innovation in pharmaceutical sciences and technology.
- To encourage research and studies in new and emerging areas like discovery of pharmacologically active molecules, discovering and validating drug targets, immunology and immunodiagnostics, recombinant DNA technology and monoclonal antibody technology, novel drug delivery systems, chemical and biochemical process technology, etc.
- To provide scientific footing to traditional medicines.

In accordance with NIPER Specific Financial Management Guidelines of the Department of Pharmaceuticals (DoP) vide No. 50020/15/2015-NIPER dated 12/5/2015 and the decision taken in the 24th Steering Committee meeting held on 18/02/2016, it was decided that NIPER would undertake the process of Peer Review henceforth. The objectives of Peer Review are as follows:

a. To know and document present status of NIPER operations/practices being followed and their performance in comparison to the Nation’s mandate on NIPERs as per NIPER Act 1998 & Statute.

b. To appreciate best practices/good work done by the NIPERs and the team, enabling cross-learning among NIPERs.

c. To encourage NIPERs to take up need-based improvements using business process re-engineering and e-governance within the resources available.

d. To evaluate NIPERs on a set of key performance parameters.

e. To formulate a checklist/ready reckoner to enforce accountability of personnel to improve processes and performance/results from 2nd year onwards.

f. To assess needs of training, research, partnership, collaborations and other activities to be undertaken by the NIPERs and support to be provided by DoP and other agencies.
g. To suggest initiatives that NIPERs can take up to improve academics, research and financial performance in Nation's endeavour of making India a hub for Pharma Innovation and in Drug Discovery and Development.

With the above objectives, DoP assigned NIPER, Raebareli to Peer Review NIPER, Kolkata, and in accordance to DoP guidelines NIPER, Raebareli constituted a team consisting of the following members:

1. Prof. Siddhartha Roy, Senior Professor and Dean, Bose Institute and Former Director, CSIR-IICB, Kolkata - Chairman
2. Dr. A. N. Chatterjee, Former Deputy CAG of India - Finance Expert
3. Dr. P. K. Shukla, Project Director, NIPER Raebareli, CSIR-CDRI - Member
4. Dr. R. P. Tripathi, Dean, NIPER Raebareli, CSIR-CDRI - Member
5. Dr. Atul Kumar, Course Coordinator, NIPER Raebareli, CSIR-CDRI - Member

The committee held deliberations on April 28 and 29 at the premises of CSIR-IICB. It also had interactions with the NIPER students. The committee also deliberated on the process of the review as indicated in the office memorandum of the DoP on the above issues and found the same to be comprehensive and accordingly followed the same process. Observations of the committee on each of the same is given below

**NIPER governance**

Peer Review team observed that all the statutory committees of NIPER-Kolkata are in place, and found their workings satisfactory (see Annexure I for the full list). Composition of the selection committee was also satisfactory. Diversity details of students, faculty and staff were examined and it was observed that they have good representations from many states of the country. Gender balance was also examined and found to be satisfactory. No Board of Governors exists as of now and the steering committee is taking care of it.

Regarding the website, the committee members observed that although the existing website is good yet some modifications as suggested below would make it more attractive to the viewers:

1. Homepage contents could be made more elegant with some lively photographs highlighting NIPER-Kolkata academic/research initiatives and excellence achieved. The design of the homepage may be outsourced to a competent professional agency.
2. Major publications with high impact factors can be highlighted in the homepage of the website with graphical content and elegant summaries.
3. For the alumni website modify the current layout and add their current affiliation.
4. Homepage may have a Director's message with photographs of DOP Minister and the Director.
Academics and Excellence
The committee met all the first year students and discussed the academic and laboratory activities. While they were all very happy with the quality and content of theoretical classes, it was clear from the discussions that practical classes need further improvement. Some suggestions that emerged during the discussion were brought to the notice of Director of NIPER-Kolkata:
1. Student’s evaluation should include a more continuous evaluation in class. Interactive sessions should be encouraged in the class room.
2. A foundation course can be introduced for Master’s students to strengthen the basic knowledge as they come from different background.
3. Practical courses need substantial improvements, but there are constraints due to lack of space/infrastructure provided to NIPER-Kolkata.
4. Well-functioning placement and counselling cell should be in place. A preparatory workshop can be organized for the soft skills development and career counselling.

Innovation Ecosystem / Research and Development (including infrastructure) and Excellence
At present, NIPER-Kolkata does not have its own infrastructural facility, a major constraint and also a big challenge. Director of the institute apprised the committee that effort will be made to establish its own facility in coming days with the help of DOP. The committee felt the following areas need consideration and possible implementation:
1. While technology development effort with Bengal Chemical and Pharmaceuticals is lauded, more efforts are needed to carry forward the technology development issues to its logical end. The committee noted with happiness that NIPER-Kolkata is exploring several areas of technology development including medical devices in collaboration with CSIR-CGCRI.
2. Broadening of academic-academic and academic-industry partnership. The committee noted good performance of NIPER-Kolkata in this regard. In a short time, several MOUs have been signed with academic and industrial organizations and several are in the process.
3. IPR and business development cell with an aim of patent protection of the research, agreement with pharma and other sectors and entrepreneurship development strategy are not there at the moment. It needs to be considered by NIPER-Kolkata on a priority basis.
4. Incubation centre. Establishment of incubation centre should be considered in collaboration with some willing pharmaceutical industry till NIPER-Kolkata could establish its own facility.

Student Welfare
Extensive discussion with NIPER-Kolkata students took place. Peer Review committee observed that while the hostel facilities were highly satisfactory, some minor issues require attention. Those issues were discussed with NIPER-Kolkata for taking care of
future and the Director assured the committee to settle all those issues in fast track manner.

Finance
1. Accounts are in a complete compliance with the applicable rules/instruction by Government of India.
2. Statements and balance sheets of 2014-15 has been audited, and has been found well maintained as per CAG.
3. Statements and balance sheets for 2015-16 is under preparation and will be provided on schedule as per CAG.
4. Account record check has been conducted periodically and there are no losses reported/found.

SWOT ANALYSIS

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<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITY</th>
<th>THREAT</th>
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<td>Availability of high-quality faculty.</td>
<td>Lack of NIPER-Kolkata’s own facility/land/permanent faculty/staff</td>
<td>Local area has an excellent academic environment, hence, given a proper support in terms of land, infrastructure, resources and other facilities, it has the opportunity to grow into a top-ranking Institute of Excellence.</td>
<td>Despite 9 years of functioning, very little facility was provided to NIPER-Kolkata to develop. If this situation continues, then the objective of NIPERs will not be fulfilled, and academic program will be hampered.</td>
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<td>Exposure to high-quality research.</td>
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<td>Conductive atmosphere for teaching.</td>
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<td>Good governance.</td>
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<td>Exposure to international symposiums/national seminars/conferences</td>
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RECOMMENDATIONS

Immediate efforts should be made to ameliorate the present situation of NIPER-Kolkata. Following specific recommendations, if implemented, will go a long way to rejuvenate this institute of national importance.

1. To provide immediate support to have NIPER-Kolkata its own facility to carry out teaching and basic research.
2. Strong efforts to obtain land so that they can initiate construction of the future campus.
3. Immediate sanction of required number of posts and appointment of permanent faculty and staff.
4. Seed money for developing research programs and entrepreneurship training and development.
5. Financial support for establishment of technology development projects/IPR cell/incubation centre.

Prof. Siddhartha Roy,
Senior Professor and Dean,
Bose Institute and Former Director,
CSIR-IICB, Kolkata
List of Statutory (Functional) Committees

i. **Scientific Advisory Committee**
   - Dr. V. Ravichandiran, Director, NIPER-Kolkata - Chairman
   - Prof. Samit Chattopadhyay, Director, CSIR-IIICB - Member
   - Prof. Partha P. Majumder, Director, NIBG, Kalyani - Member
   - Prof. Siddhartha Roy, Sr. Professor, Bose Institute - Member
   - Dr. Arul Pitchai Narayanan, Chairman, ARMA Medical Foundation, Chennai - Member
   - Dr. Shanta Dutta, Director-in-charge, NICED, Kolkata - Member
   - Prof. Santanu Tripathi, Prof. & Head, School of Tropical Medicine, Kolkata – 700 073 - Member
   - Prof. C.B. Tripathi, Prof. & Head, Govt. Medical Coll, Gujarat - Member
   - Dr. Tulsi Chakrabarti, BCPL - Member
   - Mr. E.A. Subramanian, Managing Director, BCPL - Member
   - Prof. Pulok Mukherjee, Director, Jadavpur Univ. - Member
   - Dr. S.R. Sarkar, Registrar, NIPER-Kolkata - Member-Secretary

ii. **Selection Committee**
   - Dr. V. Ravichandiran, Director, NIPER-Kolkata
   - Dr. Asish Kr. Banerjee, Advisor, NIPER-Kolkata
   - Dr. S.B. Mandal, Dean, NIPER-Kolkata
   - Dr. Kamal K. Datta, Academic Coordinator, NIPER-Kolkata
   - Two external experts (Dr. P. Jaisankar, Dr. Rama Murthy, CSIR-IIICB)
   - Dr. S.R. Sarkar, Registrar, NIPER-Kolkata

iii. **Finance Committee**
   - Dr. Ravichandiran, V, Director, NIPER-Kolkata - Chairman
   - Dr. P. Jaisankar, Sr. Principal Scientist, CSIR-IIICB - Member
   - Dr. Asish Kr. Banerjee, Advisor, NIPER-Kolkata - Member
   - Shri S. K. Das, Finance & Accounts Officer, NIPER-Kolkata - Member
   - Dr. T.K. Dhar, Dy. Registrar, NIPER-Kolkata - Member
   - Shri S. Modak, Project Officer (Audit & Accounts), NIPER-Kolkata - Member
   - Dr. S.R. Sarkar, Registrar, NIPER-Kolkata - Member Secretary

iv. **RTI Committee**
   - Dr. C. N. Mandal, Professor, NIPER-Kolkata
   - Dr. T.K. Dhar, Dy. Registrar, NIPER-Kolkata
   - Dr. S.B. Mandal, Dean, NIPER-Kolkata
   - Shri A.K. Pattnaik, Assistant Registrar, NIPER-Kolkata - Member Secretary

v. **Grievance Committee**
   - Dr. S.B. Mandal, Dean, NIPER-Kolkata
   - Dr. T.K. Dhar, Dy. Registrar, NIPER-Kolkata
   - Shri S.K. Das, Finance & Accounts Officer, NIPER-Kolkata
Shri A. K. Pattnaik, Assistant Registrar, NIPER-Kolkata
Dr. S. R. Sarkar, Registrar, NIPER-Kolkata - Member Secretary

vi. **Sexual Harassment Committee**
- Dr. (Mrs.) J. Bhaumik
- Dr. G. P. Pazhani
- Sri Pintu Shaw
- Mrs. Shampoo Sengupta, SO (G), CSIR-IICB
- Sri A. K. Pattnaik

Chairperson
Member
Member
Outsider Member
Convener

vii. **Swaccha Bharat Abhiyan Committee**
- Dr. S. B. Mandal, Dean, NIPER-Kolkata
- Shri A. K. Pattnaik, Assistant Registrar, NIPER-Kolkata
- Dr. S. R. Sarkar, Registrar, NIPER-Kolkata
- Dr. T. K. Dhar, Dy. Registrar, NIPER-Kolkata – Member Secretary

viii. **Disaster Management Committee**
- Dr. S. B. Mandal, Dean, NIPER-Kolkata
- Dr. T. K. Dhar, Dy. Registrar, NIPER-Kolkata
- Dr. G. P. Pazhani, Assistant Professor, NIPER-Kolkata
- Dr. S. R. Sarkar, Registrar, NIPER-Kolkata - Member Secretary