



वास्तुकला परिषद्
Council of Architecture

वास्तुविद् अधिनियम, 1972 के अंतर्गत भारत सरकार का एक स्वायत्त सांविधिक निकाय
(An Autonomous Statutory Body of Govt. of India, under the Architects Act, 1972)

**Ar. HABEEB KHAN
PRESIDENT**

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ADVISORY FOR INSTITUTIONS TO BECOME CENTRES OF EXCELLENCE

To,

**ALL HEADS OF ARCHITECTURAL INSTITUTIONS IMPARTING 5-YEAR B.ARCH. AND
M.ARCH. COURSES IN THE COUNTRY**

Dear Friends,

During the course of granting approvals to institutions for imparting 5-year B.Arch. and 2-year M.Arch. degree courses, it has been observed by the Council that merely meeting the minimum standards of Architectural education prescribed by the Council by an institution does not alone guarantee the quality of Architectural education and there are several proactive steps which are needed to be initiated by an institution to achieve excellence in Architectural Education.

In quest for institutions to become Centres of Excellence, the following advisory is being shared with the institutions for their perusal and necessary action:

A: IDENTIFYING A PRINCIPAL/DIRECTOR

The Managements/Trusts/Sponsoring bodies of the institutions need to understand and ensure that the leader of an institution/departments needs to set examples for others to follow. The person heading the institution or a department should be dynamic and proactive and lead by example. The Head has to be with ample professional experience, if possible, having a practice - either private or institutional. He/she should have clear knowledge of governmental working and rules and regulations and should be absolutely firm but equally polite and should be able to carry his team unitedly. Being compassionate and maintaining balance amongst management and his team is an added advantage.

He/she should have enough knowledge to process it into wisdom and should be aware of all pedagogical processes. Apart from being well read, the leader should be able to guide his juniors to achieve excellence. Managing risks and unwarranted situations, management of priority issues with proper division of hours, delegation of tasks appropriately with



understanding of Human Resource, acting decisively and motivating and working towards change are few other qualities that are necessary for heading an architectural institution.

Architects as a community and individually are very expressive and vociferous, and therefore the leader needs to listen actively and have the flexibility to adopt change, empower his team rather than demotivate them, and communicate clearly with all. The Head should formulate a vision and mission for his/her institute/department and believe in the same. Collectively he/she should be able to make a clear roadmap towards the same. Most importantly he/she shall be an educator-professional. He/she should understand that it's an academic institution which is being led and administration of academics should be secondary while academics should be the priority.

In case of government or government aided departments or institutions, policy of rotation of head of the department/institute has led to deterioration and lack of accountability towards the department/institution. The concerned managements should be apprised of this situation and the tenure of the head shall not be on rotational basis but for a minimum period of 5 years, and subsequent appointment of the head shall be on basis merit rather than seniority or experience,

B: ROLE OF MANAGEMENT / GOVERNMENT / DEPARTMENTS/ CONTROLLING AUTHORITY

Management/ Government/ Departments/ Controlling Authority need to understand that to extract excellence from their leader, they need to give him/her complete freedom and space to perform. They need to trust their leader and give time to evaluate performance. Goals and objectives should be clearly spelt out and the boundaries of parameters of functioning should be made clear. The boundaries should not scuffle growth. Financial, academic and administrative freedom is a must. Ideally the evaluation and appraisal should happen at an interval of two years and a time span of minimum 5 years should be granted to see results.

Financial empowerment and infusion of funds, benevolence towards faculty, and trust, confidence and unstinted support in the leader is necessary for establishment of excellence. Management/Government/Departments/Controlling Authority should understand that obtaining marks and getting listed in merit is not the sole criteria of perceiving excellence. As a matter of fact, it is a negative parameter and a road block on the road to excellence. A basic fact which management/ government/ departments fail to understand universally. This aspect should never be made a point of appraisal for the leader or measuring the success of an institution.

C: BOARD OF ADVISORS

Establishment of a Board of Advisors is necessary for achieving excellence. Board should consist of well respected, senior, experienced professionals of repute having minimum three and maximum five members appointed by the Management/Government/Departments/Controlling Authority. The Board should generate respect by its sheer composition. The board should have only one representative from



Management/Government/Departments/Controlling Authority. The board has to be given total freedom in administration and academics. Amongst the board there shall be a Chairperson. The Chairperson shall not be the representative of the management etc. or the Principal/ head of the institute/department. The Principal or head should report directly to the Chairperson and should respect and listen to the advice of the Chairperson, Board of Advisors. The Board should also be a part of selection committee to appoint faculty. This Board of Advisors is to be constituted at every institution/department level and shall be independent/ irrespective of other statutory boards/ committees like Board of studies/ Senate/ university committees etc. The Board of Advisors shall function independently and not interfere in working of other statutory bodies, while concentrating solely on improving and upholding quality of education and helping achieve the institute/department to become a centre of Excellence. This also doesn't mean that they will not be subservient to statutory bodies mentioned above.

D: BOARD OF AUDITORS

The most important component of being on the road to excellence is an independent audit. The Board of Auditors should be appointed by Management/Government/Departments/Controlling Authority and should be completely independent of the institution/department and shall work and audit on the guidelines given by the Board of Advisors. They need not audit the functioning of the Board of Advisors but shall further their vision, experience and mission. There shall be two types of audits-administration and academics. If need be, there shall be two independent audit teams.

The Board of Auditors should be entirely free and independent of each component of the institution. They should act freely and be honest in their approach. This essentially means that there shall be no stone left unturned to achieve excellence. Ideally even the best of institutions and established centres of excellence should evoke the harshest of criticism from the auditors. An independent mechanism to keep them independent, impartial and non-obligatory should be worked out for their effective functioning.

I hope the above advisory will help the institutions and their Management/Government/Departments/Controlling Authority to reassess their role and function and take appropriate steps to initiate their road map to become Centres of Excellence.

Let us all come together for a brighter and more respectable future of our profession. Together we can bring about a change.

Jai Hind.

A handwritten signature in black ink, appearing to read 'Habeeb Khan', with a long horizontal stroke extending to the left.

HABEEB KHAN