Effect of Role Models - A Critical Study on the Recent Research Contribution of Vice-chancellors of Selected Private Universities in India

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Effect of Role Models - A Critical Study on the Recent Research Contribution of Vice-chancellors of Selected Private Universities in India

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ABSTRACT

Many Countries around the globe have adopted private University system as a part of their higher education offering strategy. India, being the second highest in the number of private universities in the World, has given exactly 50 % shares to privately governed Universities (Private & Deemed to be universities together) and remaining 50% are Govt. Funded universities (Central & State Govt. together). Presently in India, there are 264 private universities spread over 22 states. Along with providing latest industry-oriented higher education training and placement, private universities are also have the challenge to involve both students and faculties in innovative research in order to increase the research output. While discussing the challenges of increasing the research productivity in organizations, recently proposed Theory of Accountability (Theory A) suggests the strategy of showing ‘Role models’ in the organizations to the researchers so that the target of each and every researcher can be substantially increased with the slogan – ‘It is Possible’. In this paper, we have proposed the responsibility of Vice-chancellors as Role models for researchers to boost the research output of the universities by adding self-contribution of them in the form of research publications. In this regard, we have studied the contribution of Vice-chancellors to present them as Role models to researchers in private universities due to their less administrative responsibilities compared to public university Vice-chancellors in India. The research contributions in the form of published papers in journals for the last 5 years is tabulated, analysed, and discussed to see the Role model characteristics and is compared with an optimistic estimate, realistic estimate, and pessimistic estimate of our theoretical prediction. Finally, the reasons for the negative result and some guidelines are suggested to increase the Vice-chancellors contribution to increase the research productivity along with the brand image of the universities.

Keywords: Research contribution, Research performance, Vice-chancellor, Private universities, Role model, Leader.

1. INTRODUCTION:

One of the objectives of higher education is creating new knowledge through innovative research. Further, this new knowledge has to transfer to the industry and the society in order to improve the performance and quality of various products and services or to solve the problems in the society. Thus Research and publication is an integral part of higher education institutions including universities. Many of universities all over the world promoted themselves as research universities as their objectives leads to focus on research along with providing higher education to the students through improving their knowledge, skills, attitude, and confidence [1-10]. The challenge for the universities world over is how to formulate a strategy to motivate and engage their faculty members and students in research and publications. In this regard, many universities have offered different types of supports and incentives to encourage the
faculties to engage in research and publications. Accordingly, various metrics are developed to measure the faculty research performance and also various theories are developed to monitor and boost performance [11-12]. Research and publication is an important parameter for universities brand building through national and international ranking system [13-16]. Currently one of the parameters used in many university ranking scores is their research contribution in terms of faculty publications. Research performance index of both faculty members and the higher education institutions are used in ranking the faculty and institutions [17-24]. This further pressurized the universities to focus on research and publications by providing required infrastructure and resources for boosting research activities. The question is to know from where the research culture should start in Universities and other higher education institutions and also whether it is from top to bottom or from bottom to top levels in the organizations. While discussing the challenges of increasing the research productivity in organizations, recently proposed Theory of Accountability (Theory A) suggests the strategy of showing ‘role models’ in the organization to the researchers [25-30] so that the target of each and every researcher can be substantially increased with the slogan – ‘It is Possible’. In this paper, we made an attempt to study the recent contributions of Vice-chancellors to research and publications as Role models to other researchers by considering a segment of universities called Private universities in India. This also examines the responsibilities of Vice-chancellors to motivate and stimulate individuals and group researchers in their organization while doing their administrative responsibilities as head of the university. The research result checks the attitude of senior professors or educators in their commitment to their original profession that is teaching and research along with their major responsibility of administration of university affairs [31-39]. In this methodology of testing the theoretical predicted model based on UGC regulations of Ph.D. guideship norms. Here, the research contribution in the form of published papers in journals for the last 5 years is tabulated, analysed, and discussed to see the Role model characteristics and is compared with an optimistic estimate, realistic estimate, and pessimistic estimate of our theoretical prediction [40-41].

2. PRIVATE UNIVERSITIES IN INDIA:

Many Countries around the globe have adopted private University system as a part of their higher education offering strategy. India, being second highest in the number of private universities in the World, has given exactly 50 % shares to privately governed Universities (Private & Deemed to be universities together) and remaining 50% are Govt. Funded universities (Central & State Govt. together). Presently in India, there are 264 private universities spread over 22 states. Due to non-availability of any financial support from the state and central governments, private universities are trying to sustain through their only strategy of service differentiation through 21st century curriculum and industry integrated programme design [42-46]. Many private universities are owned by industrialists and supported by their Corporate Social Responsibility (CSR) funds. As a result, Private universities are trying to get good, eminent faculty members and administrators to attract maximum students from different states and even from abroad. Many private universities are focusing on research and publication by appointing research background faculties in all cadres to grab top ranks in NIRF University rankings and top grade in NAAC Assessments & Accreditations. This strategy leads to the appointment of eminent researchers as Research Deans or even as Vice-chancellors of the universities. The expectation behind such strategies is being the eminent researchers with good the number of publications record, Vice-chancellors may be motivators and role models for other faculty members to develop the research culture in the university. The relative freeness of Vice-chancellors in terms of time, in private universities compared to Government sponsored public universities, they can focus a part of their time in research and publications if they have such talent, interest, and intention. This paper focuses on studying the attitude of
Vice-chancellors in private universities towards research and publication by mingling with many research teams in their university. This is done by studying their research publications during last 5 years.

3. THEORY A & IMPORTANCE OF ROLE-MODEL IN RESEARCH PERFORMANCE:

Theory A is proposed during 2017 to account for time progress on earlier theories on organizational behaviour due to changes in technology, human aspirations, economical & social conditions, and environmental knowledge. Theory A made an attempt to address the challenges of existing propositions on human behaviour and motivation in organizations by presenting new propositions to enhance organizational productivity. By providing better insights on current organizational perspectives it considered the competitive environment and changed employee mindset of the modern society of 21st century which have undergone enormous changes due to changes in technology and means of production, production relations, customer and societal perception and one’s own expectations. Theory A considered the quest for creativity, propels the employee to contribute to the organization drawing positive energy from his innate potential and tuned to best performance models around him through self-exploration while developing its propositions. Theory A is a management strategy which believes in fulfilling its own objectives for enhancement of output by making its people delivering targets as responsibility, feeling of creativity and contribution for motivation, identifying with the organization as commitment and accountability as a hallmark of efficiency. Essential components of Theory of Accountability (Theory A) are : (1) Planning, (2) Target setting, (3) Motivation, (4) Work Strategies, (5) Responsibility, (6) Role model, (7) Monitoring & Guiding, and (8) Accountability [25-30, 47]. The Role model component of Theory A is tested in this study by checking the possibility of considering Vice-chancellors as Role models in research institutions by collecting the recent research publications of Vice-chancellors of private universities.

4. OBJECTIVES & METHODOLOGY:

The objective of this paper is to study the individual research contribution of Vice-chancellors as role models to faculty researchers in private universities. This also checks the responsibility of Vice-chancellors to motivate young researchers to focus and contribute to research and publications respectively so as to fulfill one of the objectives of the organization. It also include to determine logically the intensity of involvement of such high calibre professors appointed as Vice-chancellors in universities and hence to estimate the optimistic number of research publications per year, Realistic number of publications per year with other administrative responsibilities, and the pessimistic number of publications when various supporting situations are against the expected plan.

The publication data are collected during the last week of March 2018 using Google scholar search facility for 2014, 2015, 2016, 2017, and 2018 separately using Custom range search facility of Google scholar website - https://scholar.google.co.in/. Care is taken to avoid mix of data of different authors of same name. Publication data of four years three months is effectively collected for study and comparison. Five years research index is calculated by adding journal publications for all five years and dividing the sum by five. The Five years Research Index is only representative and measures the five years research productivity of individual Vice-chancellor.

5. RESEARCH CONTRIBUTION OF CURRENT VICE-CHANCELLORS OF PRIVATE UNIVERSITIES:

The research contributions of current Vice-chancellors who are the administrative and academic heads of private universities are determined during last five years. As per general opinion, in public universities, the Vice-chancellors are appointed based on various factors including, the present government policies, reservation policies, and various other unspecified policies & priorities along with academic, administrative and research abilities of the candidates, whereas, in private universities, it...
is purely on merits of the candidates in terms of proven records in administration and research abilities. This section makes an attempt on creating a theoretical expectation on contribution of Vice-chancellors in private universities in terms of research and publications. The theoretical expectations are further verified by studying the research output (in terms of journal publications) of Vice-chancellors of private universities in India for the last five years.

5.1 Theoretical Expectations:
In private universities, the administrative responsibilities of Vice-chancellors are comparatively less due to the fact that many of financial related administrative decisions are the responsibilities of the Chancellors and Pro-chancellors unlike the situation in Public Universities. Usually, every private university considers its Vice-chancellor as Role-model for every employee of the organization due to his/her all-round and multi-tasking personality. Vice-chancellors in Private Universities are expected to be good teachers, eminent researchers who guide and motivate all researchers, and inspire all faculty members in the Universities. In order to attract more committed students and faculty members at all levels, the private university should follow a strategy by appointing an all-rounder, role-model as its leader, i.e., an active Vice-chancellor. To support this argument a model is proposed using Theory A – Organizational Accountability theory for 21st century with following postulates:

**Postulate 1 : Innovator** - A Vice-chancellor is an young, energetic, enthusiastic, & eminent person who is dare to think beyond the obvious. He should have innovative development vision and innovative research vision.

**Postulate 2: Experienced Academician** - A Vice-chancellor being head of the university should be Experienced, Acclaimed Teacher who can fill confidence among stakeholders. – Ideal Academician.

**Postulate 3 : Established Researcher** - A Vice-chancellor being head of the research university should have strong track of research and contribution to his field of expertise and should have created a niche in terms of developing new theories, models, concepts, methods, and/or analysis framework.

**Postulate 4: Effective Administrator** - A Vice-chancellor should be an able administrator to implement the mission of the university. He/She should know how to implement plans and strategies by involving every stakeholder and evaluating their accountability.

**Postulate 5: All-round Leader** - A Vice-chancellor should be an all round leader who can inspire & motivate every stakeholders of the university by showing their responsibilities and training them to achieve their individual and organizational goal. As an all-round researcher, he should be a team player motivating and guiding many teams of researchers for increasing university research output.

**Postulate 6: Global Diplomat**: A Vice-chancellor who can develop global partnerships, collaborations, synergies both in research and placements through his International Experience.

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**Figure 1:** Model connects the characteristics of an Ideal Vice-chancellor for any type of Universities.
& Networking contacts.  

**Postulate 7: Role Model**: A Vice-chancellor should be able to do the things effectively and differently in university affairs to prove that **IT IS POSSIBLE** to his/her stakeholders. Being Role Model is very important characteristics of a leader and even for Vice-chancellor so that he has a right to expect such performance from everybody in the organization.

It is also argued that compared to the responsibilities of Vice-chancellors of Public universities which are more slanted towards the administrative side, the responsibilities of Vice-chancellors in private universities are slanted towards research and development. For example, the Vice-chancellor of Shiv Nadar University also has an additional charge of Dean – Research to focus on research and publication which is the major objective of the University. Table 1 shows the comparison of the responsibilities of Vice-chancellors of Public and Private universities based on their focus on administrative and research responsibilities.

5.2 **Estimation of Realistic, Optimistic, and Pessimistic Publication Numbers**: 

Based on above postulates, it is modelled that like a professor / senior professor, a Vice-chancellor should also involve in research and guiding, to realize various research projects, research problems as per the research objectives of the organization/university. Since a Vice-chancellor is also a professor, he can take six Ph.D. students, four M.Phil. students and collaborate with many research teams by virtue of his position. As a result, a Vice-chancellor along his administrative work every year can involve in substantial research and minimally can publish six papers with six Ph.D. students, four papers with four M.Phil./M.Tech. students, and four research papers along with his various collaborative research groups leading to an average 14 to 16 papers per year as shown in table 2 which contains the expected research output of Vice-chancellors based on the virtue of their position as senior professor in the form of published journal papers annually.

Table 1: Comparison of the responsibilities of Vice-chancellors of Public and Private Universities.

| S. No. | Parameter                      | Public University | Private University |
|-------|--------------------------------|-------------------|-------------------|
| 1     | Administrative                 | More              | Less              |
| 2     | Academic                       | Less              | More              |
| 3     | Research & Publication         | Less              | More              |
| 4     | Brand Building                 | Less              | More              |
| 5     | Training                       | Medium            | Medium            |
| 6     | Networking/ Collaboration      | Less              | More              |
| 7     | Expansion                      | Less              | More              |
| 8     | Leadership & Role model        | Less              | More              |
| 9     | Innovation in Higher Education | Medium            | More              |
Table 2: Expected annual research output of Vice-chancellors based on realistic estimate

| S. No. | Expected Collaboration                  | Expected annual research publications – Realistic Estimate |
|-------|----------------------------------------|----------------------------------------------------------|
| 1     | Along with his/her Ph.D. Scholars      | 06                                                       |
| 2     | Along with M.Phil./M.Tech. Scholars    | 04                                                       |
| 3     | Along with collaborative research teams| 04                                                       |
| 4     | Along with International research teams| 02                                                       |
| 5     | Total/year                             | 14 papers                                               |
|       | Total/5 years                          | 70 papers                                               |
|       | Expected 5 Years Research Index        | 14                                                      |

As per table 2, the realistic prediction of minimum papers to be published by a Vice-chancellor is 14. On the other hand, the optimum prediction and pessimistic predictions are given in table 3 which gives the possible maximum research papers to be published as per optimistic papers estimate and minimum research papers to be published as per pessimistic paper estimate respectively. In optimistic number estimate, by considering 2 papers publications each with six Ph.D. research scholars, 2 papers publications each with four M.Phil./M.Tech. students and four papers with internal University groups and four papers with Foreign research groups per year lead to 30 papers per year.

Table 3: Expected annual research output of Vice-chancellors in optimistic and pessimistic estimate.

| S. No. | Expected Collaboration                  | Expected annual research publications – Optimistic Estimate | Expected annual research publications – Pessimistic Estimate |
|-------|----------------------------------------|------------------------------------------------------------|------------------------------------------------------------|
| 1     | Along with his/her Ph.D. Scholars      | 12                                                         | 03                                                         |
| 2     | Along with M.Phil./M.Tech. Scholars    | 08                                                         | 02                                                         |
| 3     | Along with collaborative research teams| 06                                                         | 02                                                         |
| 4     | Along with International research teams| 04                                                         | 02                                                         |
| 5     | Total/year                             | 30                                                         | 09                                                         |
| 6     | Total/5 years                          | 150                                                        | 27                                                         |
| 7     | Expected 5 Years Research Index        | 30                                                         | 9                                                          |
The above research publication estimates are made for Vice-chancellors by duly considering their administrative responsibilities. Accordingly, Vice-chancellors who publish 30 and more papers per year belongs to a category of Super Researchers, Vice-chancellors who publish 14 and more papers per year belongs to a category of Excellent Researchers, and Vice-chancellors who publish 09 and more papers per year belongs to a category of Good Researchers. For example, Dr. CNR Rao of Jawaharlal Nehru Centre for Advanced Scientific Research, Bangalore, India [48] falls on Super Researcher category.

5.3 Actual Performance Based on the Collected Data:
The publication data of Vice-chancellors of various private universities state-wise are collected during the last week of March 2018 using Google scholar search facility for 2014, 2015, 2016, 2017, and 2018 separately using Custom range search facility of Google scholar website -https://scholar.google.co.in/. Care is taken to avoid mix of data of different authors of same name. Publication data of four years three months is effectively collected for study and comparison. The collected data on research publications are further checked either Vice-chancellors personal web site/blog or their university website. Five years research index is calculated by adding journal publications for all five years and dividing the sum by five. The Five years Research Index is only representative and measures the five years research productivity of individual Vice-chancellor. The research publications (year-wise) and the five years research index of Vice-chancellors of Indian private universities are tabulated State-wise as shown in tables 4 to 22.

Table 4 : Research Publications of Vice-chancellors of Private Universities of Karnataka state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|--------------------------------------|-----------------------------------------------|--------------------------|
|      |                                      | 2014  | 2015  | 2016  | 2017  | 2018* |
| 1    | Alliance University Dr. Pavana Dibbur | 0     | 0     | 0     | 0     | 0     |
| 2    | Azim Premji University Mr. Anurag Behar | 0     | 0     | 0     | 0     | 0     |
| 3    | CMR University Dr. M. S. Shivakumar | 0     | 0     | 0     | 0     | 0     |
| 4    | Dayananda Sagar University Dr. A. N. N. Murthy | 0     | 0     | 0     | 0     | 0     |
| 5    | JSS Science & Technology University Dr. B.G. Sangameshwara | 0     | 0     | 0     | 0     | 0     |
| 6    | KLE Technological University Dr. Ashok S. Shettar | 0     | 02    | 01    | 2     | 1     | 6/5 = 1.2 |
| 7    | M.S. Ramiah University of Applied Sciences Dr. S. R. Shankapal | 0     | 0     | 0     | 01    | 0     | 0.2   |
| 8    | PES University Dr. K.N.B. Murthy | 09    | 07    | 06    | 03    | 02    | 27/5 = 5.04 |
| 9    | Presidency University Dr. Nagendra Parashar | 0     | 0     | 0     | 0     | 0     | 0     |
| 10   | Rai Technology University Dr. Rupa Vasudevan | 0     | 0     | 0     | 0     | 0     | 0     |
### Table 5: Research Publications of Vice-chancellors of Private Universities of Gujarat state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-------------------------------------------------|--------------------------|
| 1    | Ahmedabad University Dr. Pankaj Chandra | 0 0 0 0 0 | 0 |
| 2    | AURO University of Hospitality and Management Dr. Avadhesh Kumar Singh | 0 01 0 1 0 2/5= 0.4 | 2/5= 0.4 |
| 3    | Charotar University of Science & Technology Dr. Patel B.G. | 04 0 05 0 02 | 11/5= 2.2 |
| 4    | Dhirubhai Ambani Institute of Information and Communication Technology Dr. K.S. Dasgupta | 0 0 0 0 0 | 0 |
| 5    | Ganpat University Dr. Mahendra Sharma | 0 0 0 01 0 | 1/5= 0.2 |
| 6    | Institute of Advanced Research Dr. G N Magesan | 0 0 0 0 0 | 0 |
| 7    | Navrachana University Dr. Abir Mullick | 0 0 0 01 0 | 1/5 = 0.2 |
| 8    | Nirma University Dr Anup K. Singh | 01 02 01 01 0 | 5/5=1.0 |
| 9    | Pandit Deendayal petroleum University Dr. T. Kishen Kumar Reddy | 05 01 0 06 0 | 12/5= 2.4 |
| 10   | Parul University Dr Ketan Kotecha | 02 05 02 03 02 | 14/5=2.8 |
| 11   | RK University Dr. T. R. Desai | 01 01 02 0 0 | 4/5=0.8 |
| 12   | UKA Tarsadia University Dr. Dinesh R. Shah | 0 02 0 0 0 | 2/5=0.4 |

### Table 6: Research Publications of Vice-chancellors of Private Universities of Maharashtra state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-------------------------------------------------|--------------------------|
| 1    | Amity University | 0 0 0 0 0 | 0 |
| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|---------------------------|
| 1    | Amity University Dr. Shishir K. Dube | 0 0 0 0 0 | - |
| 2    | Bhagwant University Dr. V K Sharma | 0 0 0 2 0 | 2/5 = 0.4 |
| 3    | Career Point University Dr. D.N. Rao | 1 1 0 2 0 | 4/5 = 0.8 |
| 4    | Dr K N Modi University Dr. Vinod Kumar | 0 0 0 0 0 | - |
| 5    | Geetanjali University | - - - - - - | - |
| 6    | ICFAI University Dr. P.B.L. Chaurasia | 09 02 0 0 0 | 11/5 = 2.2 |
| 7    | Jagannath University Dr. V K Agarwal | 0 0 0 0 0 | - |
| 8    | JK Lakshmipat University Dr. R.L. Raina, | 1 0 1 0 1 | 3/5 = 0.6 |
| 9    | Jodhpur National University Dr. D. K. Mehta | 0 0 0 0 0 | 0 |
| 10   | Madhav University Prof. J. L. Vij | 0 0 0 0 0 | - |
| 11   | Mahatma Gandhi University of Medical Sciences & Technology Dr. M.C Misra | 0 1 0 1 0 | 2/5 = 0.4 |
| 12   | Manipal University Dr G K Prabhu Dr. H. P. Khincha | 1 (2) 0 (1) 0 (2) 2 (1) 0 | 3/5 = 0.6 6/5 = 1.2 |
| 13   | Mewar University Dr. Ashok Kumar Gadiya | 0 0 0 0 0 | 0 |
| 14   | NIIT University Dr. V.S. Rao | 0 0 0 0 0 | 0 |
| 15   | NIMS University Dr. Balvir S. Tomar | 1 0 02 0 0 | 3/5 = 0.6 |
| 16   | Poornima University Dr. K.K.S. Bhatia | 0 0 0 0 0 | 0 |
| 17   | Shridhar University | - - - - - | - |
Table 8: Research Publications of Vice-chancellors of Private Universities of Uttar Pradesh state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014  | 2015  | 2016  | 2017  | 2018*                                   |
| 1    | AMITY University Dr. B. Shukla       | 05    | 01    | 04    | 02    | 1            | 13/5 = 2.6                             |
| 2    | Babu Banarasi Das University Dr. Arun Kumar Mittal | 0     | 0     | 0     | 0     | 0            | 0                                       |
| 3    | Bennett University Dr. Raghunath K. Sheygaonkar | 2     | 0     | 0     | 0     | 0            | 2/5=0.2                                |
| 4    | Galgotias University Dr. Jayasankar Variyar | 0     | 0     | 0     | 0     | 0            | 0                                       |
| 5    | IFTM University Ashoke K. Ghosh     | 3     | 08    | 1     | 1     | 0            | 13/5 = 2.6                             |
| 6    | Integral University Dr. M.K.J. Siddiqui | 0     | 0     | 0     | 0     | 0            | 0                                       |
| 7    | Invertis University Dr. Jagdish Rai | 0     | 0     | 1     | 0     | 0            | 0.2                                     |
| 8    | Jaypee University Dr. Rajiv Saxena  | 09    | 07    | 02    | 03    | 01           | 22/5= 4.04                             |
| 9    | Mangalayatan University Dr. P. S. Siwach | 0     | 0     | 0     | 0     | 0            | 0                                       |
| 10   | Noida International University Dr. K.K. Dewan | 0     | 0     | 0     | 0     | 0            | 0                                       |
| 11   | Sharda University Dr. Brishbhan Singh Panwar | 0     | 1     | 0     | 0     | 0            | 1/5=0.2                                |
| 12   | Shiv Nadar University Dr. Rupamanjari Ghosh | 03   | 01   | 01   | 0     | 0            | 5/5=1                                   |
| 13   | Teerthanker Mahaveer University Dr. Rakesh Kr. Mudgal | 0     | 0     | 0     | 0     | 0            | 0                                       |

Table 9: Research Publications of Vice-chancellors of Private Universities of Punjab state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014  | 2015  | 2016  | 2017  | 2018*                                   |
| 1    | Chandigarh University Dr. R. S. Bawa | 0     | 0     | 01    | 0     | 01            | 2/5=0.4                                |
| 2    | Chitkara University Dr. Archana Mantri | 2     | 07    | 01    | 04    | 0            | 14/5 =2.8                              |
| 3    | D.A.V University Dr. Rakesh Kumar Mahajan | 18    | 09    | 06    | 06    | 04           | 43/5=8.6                               |
| 4    | Guru Kashi University Dr. B. S. Dhaliwal | 01    | 01    | 01    | 01    | 0            | 4/5=0.8                                |
| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014 | 2015 | 2016 | 2017 | 2018* |                                    |
| 1    | Techno India University             | -    | -    | -    | -    | -     | -                                   |
| 2    | Amity University                    | 0    | 2    | 1    | 0    | 0     | 3/5                                 |

Table 10: Research Publications of Vice-chancellors of Private Universities of West Bengal state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014 | 2015 | 2016 | 2017 | 2018* |                                    |
| 1    | AMITY University                    | 0    | 1    | 0    | 0    | 0     | 1/5=0.2                             |
| 2    | Ansal University                    | 0    | 0    | 0    | 0    | 0     | 0                                   |
| 3    | Ashoka University                   | 0    | 0    | 0    | 0    | 1     | 2/5=0.4                             |
| 4    | BML Munjal University               | 0    | 0    | 1    | 0    | 0     | 1/5=0.2                             |
| 5    | GD Goenka University                | 0    | 0    | 0    | 0    | 0     | 0                                   |
| 6    | K.R. Mangalam University            | 2    | 1    | 0    | 0    | 0     | 3/5=0.6                             |
| 7    | M.V.N. University                   | 0    | 0    | 0    | 0    | 0     | 0                                   |
| 8    | Manav Rachna University             | 0    | 0    | 0    | 0    | 0     | 0                                   |
| 9    | O.P. Jindal Global University       | 0    | 1    | 0    | 0    | 0     | 1/5=0.2                             |
| 10   | Shree Guru Gobind Singh Tricentenary University | 0 | 0 | 0 | 0 | 0 | 0 |
| 11   | SRM University                      | 0    | 0    | 0    | 0    | 0     | 0                                   |
| 12   | The Northcap University             | 0    | 0    | 0    | 0    | 0     | 0                                   |

Table 11: Research Publications of Vice-chancellors of Private Universities of Haryana state
Table 12: Research Publications of Vice-chancellors of Private Universities of Madhya Pradesh state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014  | 2015  | 2016  | 2017  | 2018*                     |
| 1    | Amity University Lt Gen VK Sharma   | 0     | 0     | 0     | 0     | 0                         |
| 2    | ITM University Dr. Kamal Kant Dwivedi | 0     | 1     | 0     | 0     | 0                         |
| 3    | Jaypee University of Engineering & Technology Dr. J.S.P. Rai | 0     | 1     | 0     | 0     | 0                         |
| 4    | Oriental University Dr. Dhruba Ghai | 1     | 1     | 1     | 0     | 0                         |
| 5    | People's University Dr. V.K. Pandya. | 0     | 0     | 0     | 0     | 0                         |
| 6    | Sri Satya Sai University of Technology & Medical Sciences Dr. R. P. Singh | 0     | 0     | 3     | 8     | 4                         |
| 7    | Swami Vivekananda University Dr. N. K. Thapak | 0     | 0     | 0     | 0     | 0                         |

Table 13: Research Publications of Vice-chancellors of Private Universities of Uttharakhand state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014  | 2015  | 2016  | 2017  | 2018*                     |
| 1    | DIT University Dr. Kuldeep K Raina  | 0     | 1     | 0     | 2     | 0                         |
| 2    | Himgriti Zee University Dr. Rakesh Ranjan | 0     | 0     | 0     | 0     | 0                         |
| 3    | IMS Unison University Dr. Rajendra Kumar Pandey | 0     | 1     | 0     | 0     | 0                         |
| 4    | The ICFAI University Dr. Pawan K. Aggarwal | 0     | 0     | 0     | 0     | 0                         |
| 5    | University of Petroleum and Energy Studies Dr Deependra Kumar Jha | 0     | 0     | 0     | 0     | 0                         |
| 6    | Uttaranchal University Dr. N.K. Joshi | 0     | 0     | 1     | 0     | 0                         |
| 7    | University of Patanjali Acharya Balakrishna | 5     | 6     | 18    | 11    | 3                         |

Table 14: Research Publications of Vice-chancellors of Private Universities of Chhattisgarh state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014  | 2015  | 2016  | 2017  | 2018*                     |
| 1    | Amity University                    | 12    | 8     | 8     | 9     | 0                         |

P. S. Aithal, (2018); www.srinivaspublication.com
### Table 15: Research Publications of Vice-chancellors of Private Universities of Orissa state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014 | 2015 | 2016 | 2017 | 2018* |                           |
| 1    | Centurion University of Technology and Management Dr. Haribandhu Panda | 0    | 0    | 0    | 0    | 0    | 0                        |
| 2    | Sri Sri University Dr Nand Lal | 0    | 0    | 0    | 1    | 0    | 1/5=0.2                  |
| 3    | Xavier university Dr. Fr. Paul Fernandes, S.J | 0    | 0    | 0    | 0    | 0    | 0                        |
| 4    | Birla Global University Dr. Sudhakar Panda | 0    | 0    | 0    | 0    | 0    | 0                        |

### Table 16: Research Publications of Vice-chancellors of Private Universities of Meghalaya state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|-------------------------------------|-----------------------------------------------|--------------------------|
|      |                                     | 2014 | 2015 | 2016 | 2017 | 2018* |                           |
| 1    | CMJ University                       | -    | -    | -    | -    | -    | -                        |
| 2    | Martin Luther Christian University Dr. Vincent T. Darlong | 0    | 0    | 0    | 0    | 0    | 0                        |
| 3    | University of Science & Technology Prof. P. G. Rao | 0    | 0    | 0    | 0    | 0    | 0                        |
| 4    | University of Technology & Management Dr. Mukesh Saxena | 1    | 2    | 1    | 1    | 0    | 5/5=1                    |
| 5    | William Carey University Prof. Ken Gnanakan | 0    | 2    | 0    | 0    | 2    | 4/5=0.8                 |
| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|---------------------------------------|-----------------------------------------------|--------------------------|
|      |                                       | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | Assam Don Bosco University Dr. Stephen Mavely | 0    | 0    | 0    | 0    | 0     |
| 2    | Assam Down Town University Dr. Amarjyoti Choudhury | 17   | 5    | 1    | 1    | 0     |
| 3    | The Assam Kaziranga University Dr. P K Mishra | 0    | 0    | 0    | 0    | 0     |

Table 18: Research Publications of Vice-chancellors of Private Universities of Sikkim state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|---------------------------------------|-----------------------------------------------|--------------------------|
|      |                                       | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | Eastern Institute for Integrated Learning in Management University Dr. R. P. Banerjee | 0    | 0    | 0    | 0    | 0     |
| 2    | Shri Ramasamy Memorial University, Sikkim Dr. N. Sethuraman | 0    | 0    | 0    | 0    | 0     |
| 3    | Sikkim Manipal University Lt. Gen. (Dr) Venkatesh | 0    | 0    | 0    | 0    | 0     |
| 4    | ICFAI University Prof. Jagannath Patnaik | 0    | 0    | 0    | 0    | 0     |
| 5    | Vinayaka Missions Sikkim University Dr. D. D. Kaushik | 0    | 0    | 0    | 0    | 0     |

Table 19: Research Publications of Vice-chancellors of Private Universities of Arunachal Pradesh state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|---------------------------------------|-----------------------------------------------|--------------------------|
|      |                                       | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | Apex Professional University Dr. A.A. Dange | 0    | 0    | 0    | 0    | 0     |
| 2    | Arunachal University of Studies Dr. V.K. Kavatra | 0    | 0    | 0    | 0    | 0     |
| 3    | Arunodaya University Dr. Vishwa Nath Sharma | 0    | 0    | 0    | 0    | 0     |
| 4    | Himalayan University Dr. S. P. Singh. | 0    | 0    | 0    | 0    | 0     |
| 5    | Indira Gandhi Technological and Medical | -    | -    | -    | -    | -     |

P. S. Aithal, (2018); www.srinivaspublication.com
| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|------------------------------------|-----------------------------------------------|--------------------------|
|      |                                    | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | The Global Open University Dr. H N Dutta | 0    | 0    | 0    | 0    | 0    |
| 2    | The Institute of Chartered Financial Analysts of India University Dr. Charles P. Alexander | 1    | 0    | 0    | 0    | 0    |

Table 20: Research Publications of Vice-chancellors of Private Universities of Nagaland state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|------------------------------------|-----------------------------------------------|--------------------------|
|      |                                    | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | Jharkhand Rai University Dr. Savita Sengar | 0    | 0    | 0    | 0    | 0    |
| 2    | Sai Nath University                  | -    | -    | -    | -    | -    |
| 3    | The Institute of Chartered Financial Analysts of India University Prof. O R S Rao, | 2    | 0    | 4    | 2    | 0    |
| 4    | Pragyan International University Dr. Suresh Kumar Agarwal, | 0    | 0    | 1    | 0    | 0    |
| 5    | Amity University                    | -    | -    | -    | -    | -    |

Table 21: Research Publications of Vice-chancellors of Private Universities of Jharkhand state

| S.No | University & Name of Vice-chancellor | Number of Research Papers published in Journals | Five years Research Index |
|------|------------------------------------|-----------------------------------------------|--------------------------|
|      |                                    | 2014 | 2015 | 2016 | 2017 | 2018* |
| 1    | A P Goyal Shimla University Dr. Tej Pratap | 0    | 0    | 0    | 0    | 0    |
| 2    | Abhilashi University Dr. Amar Singh Guleria | 0    | 0    | 0    | 0    | 0    |
| 3    | Arni University Brig S C Verma         | 0    | 0    | 0    | 0    | 0    |
| 4    | Baddi University of Emerging Sciences | 5    | 7    | 2    | 6    | 0    |

Table 22: Research Publications of Vice-chancellors of Private Universities of Himachal Pradesh state
|   | University Name                                    | Dr. Name                        | Papers Published (5 Years) | Average Papers per Year |
|---|---------------------------------------------------|--------------------------------|---------------------------|-------------------------|
| 5 | Bahra University                                  | Satish Kumar                   | 0 0 0 0 0                  |                         |
| 6 | Career Point University                           | D.N. Rao                       | 0 0 0 0 0                  |                         |
| 7 | Chitkara University                               | Varinder S. Kanwar              | 0 0 0 0 0                  |                         |
| 8 | Eternal University                                | H. S. Dhalwal                   | 3 7 6 11 3                | 30/5=6                  |
| 9 | I.E.C. (India Education Centre) University        | Mahaveer Singh                 | 0 0 0 0 0                  |                         |
|10 | Indus International University                    | Satish Menon                   | 0 0 0 0 0                  |                         |
|11 | Jaypee University of Information Technology       | Vinod Kumar                    | 32 34 10 2 3              | 81/5=16.2               |
|12 | Maharaja Agrasen University                       | Rakesh Kumar Gupta              | 0 0 0 0 0                  |                         |
|13 | Maharishi Markandeshwar University                | -                              | - - - - -                 |                         |
|14 | Manav Bharti University                          | Jitendra Nath Shrivastava      | 0 0 0 0 0                  |                         |
|15 | Shoolini University of Biotechnology and Management Sciences | P.K. Khosla | 1 0 1 1 0 | 3/5= 0.6 |
|16 | Sri Sai University                                | S.K. Kaushal                    | 0 0 0 0 0                  |                         |

The states like Bihar, Manipur, Mizoram, Tripura, do not yet have private universities.

5.4 Findings:
Based on our observation, out of 145 working private universities, 57 Vice-chancellors have published at least one paper during last 5 years (40 %), 24 Vice-chancellors have published average one paper per year, 19 Vice-chancellors have published average two papers per year, 11 Vice-chancellors have published three or more papers per year, 10 Vice-chancellors have published four or more papers per year and 07 Vice-chancellors have published five or more papers per year and 5 Vice-chancellors have published close to nine papers per year to **Good Researcher Grade**, 2Vice-chancellors have published more than fourteen papers per year and received **Excellent Researcher Grade, and one Vice-chancellors has published more than thirty papers per year and reached Super Researcher Grade.** The results are tabulated in table 23.
Table 23: Average publications of last five years of Vice-chancellors of private universities in India

| S. No. | Average Publications per year | No. of Vice-chancellors out of 145 | Percentage |
|--------|-------------------------------|-----------------------------------|------------|
| 1      | 0                             | 88                                | 60 %       |
| 2      | 1 and more                    | 57                                | 40 %       |
| 3      | 2 and more                    | 19                                | 13 %       |
| 4      | 3 and more                    | 11                                | 7.5 %      |
| 5      | 4 and more                    | 10                                | 7 %        |
| 6      | 5 and more                    | 07                                | 5 %        |
| 7      | 9 and more                    | 05                                | 3 % (Good) |
| 8      | 14 and more                   | 02                                | 1.4 % (Excellent) |
| 9      | 30 and more                   | 01                                | 0.7 % (Super) |

5.5 Reasons for Poor Performance:
(1) General Perception: Vice-chancellorship is honorary and takes into account lifetime performance than current/recent achievements.
(2) Last Stage of Career: Vice-chancellorship is last stage in professional career.
(3) Fixed Period of Responsibility: Vice-chancellor position is a short term say of 3 years duration and hence the focus is passing the time than focus on overall performance.
(4) Age Factor and Decline in Commitment: Many universities chose Vice-chancellors of age range 65-70 years where human energy level is declined.
(5) No Accountability: The nature of human beings is mostly lazy when they do not have further ambition in their carrier ladder. Since Vice-chancellor is final decision maker, all decisions will be of his favour and he creates the job profile in such a way that he is accountable only for collective achievements under his leadership and not accountable individually.
(6) Decreased Quest for Excellence: Both age and position makes many people less ambitious and quest for excellence through hard work will die down. Few people follow lobbying or black-ocean strategy [49-51] for further career advancement.
(7) Decreased interest in Guiding Research Students: When research and guidance is not linked with career advancement and guiding research students for Ph.D. is not gives any personal benefits, mere contribution to the society and motivating & helping researchers will not become first priority. Instead, Vice-chancellors prefer to enjoy the remaining part of life with their grandchildren or any other hobbies instead of utilizing their experience and ideas in inspiring young researchers in research and publications.
(8) False Prestige and Maintaining Gap with Research Students/Groups: Some of the Vice-chancellors hesitate to discuss and mingle with young researchers by the virtue of their position may be due to false prestige. This also keeps them away from encashing opportunities to take Ph.D. students for guiding.
(9) Challenge in Time Management for Administrative and Research work: Some Vice-chancellors may think that they do not get any time for research or do not get time to go to the laboratory due to heavy administrative work. Still, if there is a will, there is a way. If they have intention to become Role models by actively involving in research it is possible to contribute to the field by active involvement.
(10) Decreased importance for Research priority: Priorities in life changes with time. Probably at older age, with fairly earned resources, and heading a university, Vice-chancellors may show less or no interest to research and publications.
(11) Procrastination in doing research and publication due to non-accountability: The limited time of appointment, administrative responsibilities, time constraints in applying for independent funded projects from government, and facilities provided by the university may lead to procrastination of research and publications.

6. SUGGESTIONS BASED ON OBSERVATIONS:
(1) Choose Role Models who have continued
interest in Research & Publications as Vice-chancellors.

(2) Accountability for Vice-chancellors should be based on their current performance rather considering old performance.

(3) Vice-chancellors should be all-rounders so that they can inspire others with the slogan – It is possible.

(4) Research target to be set for Vice-chancellors also while appointing to the post.

(5) UGC should propose guidelines to all cadres including Vice-chancellors for minimum expected research publications.

(6) Awareness should be created among Professors, Senior Professors, and Vice-chancellors about their responsibilities towards the society.

7. CONCLUSION:

As per Theory A, one of the components which can boost the organization performance is target setting by showing Role model. The contribution of Role model to organizational activities will inspire other employees to redefine their goal by believing the slogan ‘It is possible’. In higher education institutions like universities, the Vice-chancellors should play the role of Role model in order to boost the research contribution of the university. This is because Vice-chancellors are usually chosen from the fraternity of eminent professors who have already contributed to the academics and research during their service and are experienced research supervisors guided many Ph.D. students. With this background, we have studies the research contribution of Vice-chancellors of private universities of India for last five years to enquire the possibilities of considering them as Role models by researchers in Indian private universities is ruled out.

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