



INSA - NCGG
Leadership Development Programme
in Science & Technology
(LEADS) - 2023

REPORT

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1. Programme Overview:

The Leadership Development Programme in Science and Technology (LEADS)-2023 is for scientists working in the field of science and technology in various laboratories. The goal of the programme is to build the capacities of participating scientists for leadership and good governance in scientific institutions/ laboratories and expose them to the latest knowledge and skills to manage institutions/ laboratories for maximum outputs to meet national priorities and goals and also give scientists exposure and training to prepare them for leadership positions and challenges in the Indian Science ecosystem.

The course focuses on Scientific Leadership, Administration and Establishment, Financial Management, Accounting and Audit and Management. This programme aims to generate an enabling environment for the trade practitioners to perform and flourish and take their respective organisations to greater heights of performance. The programme is designed for the scientists of age group 40–50 years and enable them to assume leadership roles in future in the field of Science and Technology.

It is open to scientists with promising research credentials from various scientific institutions like DST, DBT, CSIR, ICMR, DAE, DRDO, ICAR, and other laboratories/institutions.



LEADS- A Joint Initiative:

The Indian National Science Academy (INSA) and National Centre for Good Governance (NCGG) are jointly organised the INSA-NCGG Leadership Development programme in Science & Technology (LEADS)-2023 to train scientists to become future leaders.

The one-week (7 days) fully residential programme was held at INSA, New Delhi during 12-18 July 2023 in offline mode.

2. About the Participants:

A total of forty-four (44) participants (list attached in Appendix-I) selected after a rigorous selection process from various labs/institutions. The participants were senior scientists from several government laboratories/ academic institutions dealing with cutting-edge technology development in various spheres, with prior administration experience along with eminent speakers, scientists, and academic and industry leaders from across the country were presented.

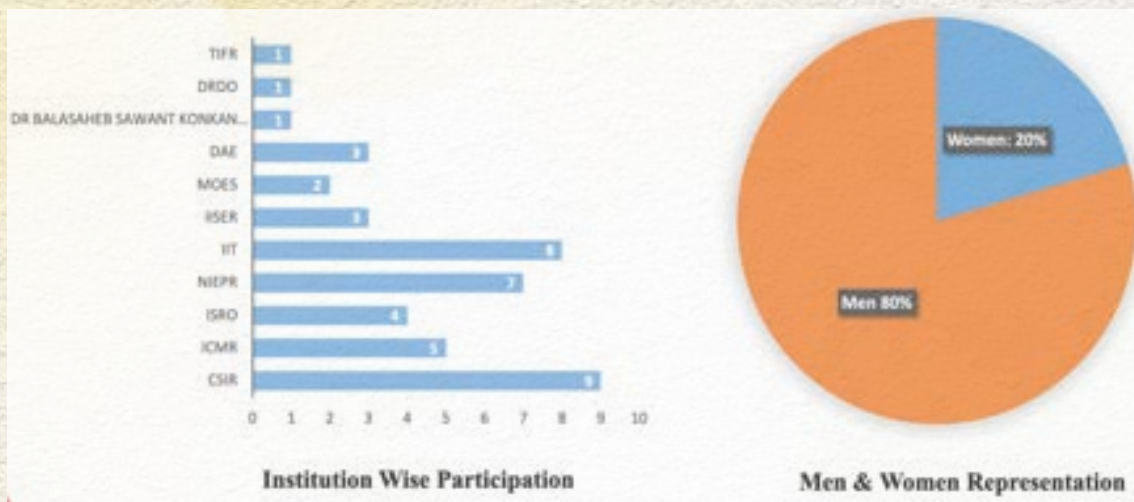


Figure-1: Selected participants from various labs/institutions



Figure-2: Demographic Representation of Participants

3. Sessions:

During the sessions, eminent speakers, scientists, and academic and industry leaders from across the country (list attached in Annexure-II) interacted with the participants on a variety of topics, ranging from institution building, statutory functions and governance, research excellence and management, gender/ diversity issues, scientometrics, recruitment and mentoring of scientific staff, industry-laboratory collaboration, financial management, interpersonal relations, national needs, resource generation, administration, taxation, etc. and also exposed the future science leaders with the type of challenges that are expected to face in science administration.

Day-1

Inaugural session:



Figure-3: Dignitaries during the Inaugural session

The inaugural session of the LEADS programme commenced with great enthusiasm and anticipation. The esteemed event took place in a distinguished auditorium filled with eager participants from various scientific disciplines and backgrounds. Inaugural chief guest was the eminent personality, Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances & Director General, NCGG, New Delhi. With a wealth of experience and expertise in public administration, Mr. Srinivas graced the occasion with his inspirational address, highlighting the significance of science and technology in driving progress and development. His presence added a touch of reverence to the ceremony, setting the tone for an empowering and enlightening leadership development journey for all the aspiring minds present.

Session-1:

The first talk was delivered by Prof. Ashutosh Sharma, President of the Indian National Science Academy (INSA) on “*Life and Times in Academia: Everything I wanted to know but was afraid to ask*”, where attendees had the unique opportunity to engage in a candid conversation with Prof. Sharma. This talk provided a platform for attendees to gain valuable insights and knowledge on various aspects.



Figure-4: Prof. Sharma during his talk

Session-2:

Shri Deepak Vohra, Amb (Retd.), IFS (Retd.) has talked on the topic “*To Amritkal 2047*” during the programme.



Figure-5: Shri Vohra during his talk

Session-3:

Shri Setu Ramlingam, Master faculty ISTM talked on "Understanding of central civil service rules & statutory functions".

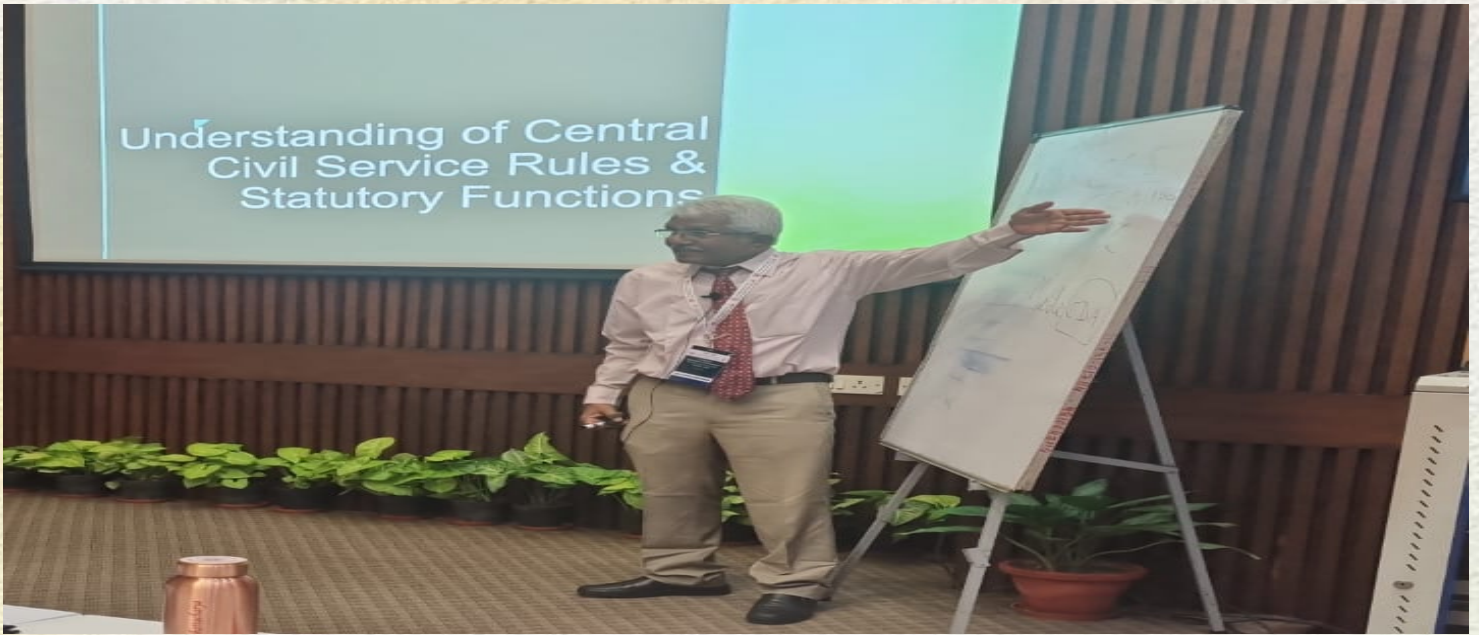


Figure-6: Shri Ramlingam during his talk

Session-4:

Dr. Nifin Seth delivered his talk and addressed participants questions.



Figure-7: Dr. Seth during his talk

Session-5:

Dr. Shiv Sarin, Chancellor, ILBS delivered his lecture on “Bethikalism: A common thread in science & life”.



Figure-8: Dr. Sarin during his talk

Day-2

Session-1:

Dr. Dinesh Dasa, Former Chairman, Gujarat Public Service Commission, talked on “Role of government recruitment agency to strengthen governance”.



Figure-9: Dr. Dasa during his talk

Session-2:

Ms. Bharati Das, Former CGA, Ministry of Expenditure has delivered her talk on “Public finance management system & Accounting”.



Figure-10: Ms. Das during her talk

Session-3:

Prof. R K Kakani, Director, IIM Raipur has delivered his talk on “Managing strategic partnership”.



Figure-11: Prof. Kakani during his talk

Session-4:

Prof. Vinod Singh, IIT Kanpur delivered a talk on "Institution building & Research Excellence".



Figure-12: Prof. Singh during his talk

Session-5:

Prof. Neera Jain from MDI, Gurugram, organized a "Communication Workshop" as part of the program.



Figure-13: Prof. Jain during workshop

Session-6:

Dr. Chintan Vaishnav, Mission Director of Atal Innovation Mission at NITI Aayog, interacted with participants during the programme.

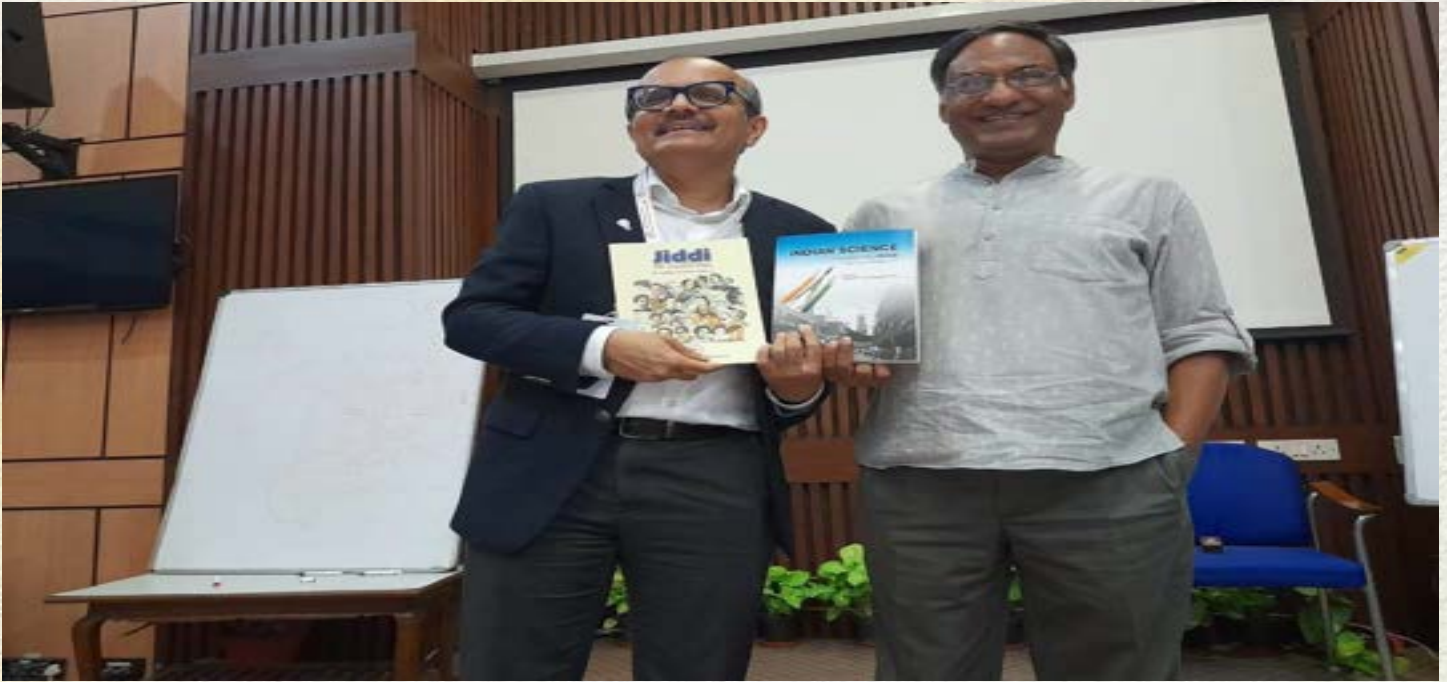


Figure-14: Dr. Vaishnav during the interaction

Day- 3

Session-1:

Dr. Yashu Sharma, ICAS, CCA has delivered his talk on “Role of internal audit & external audit”.



Figure-15: Dr. Sharma during his talk

Session-2:

Shri Akhilesh Jha, CCA, Ministry of Rural Development has delivered his talk on “Understanding the gaps in R&D space through financial data & basics of accounting”.

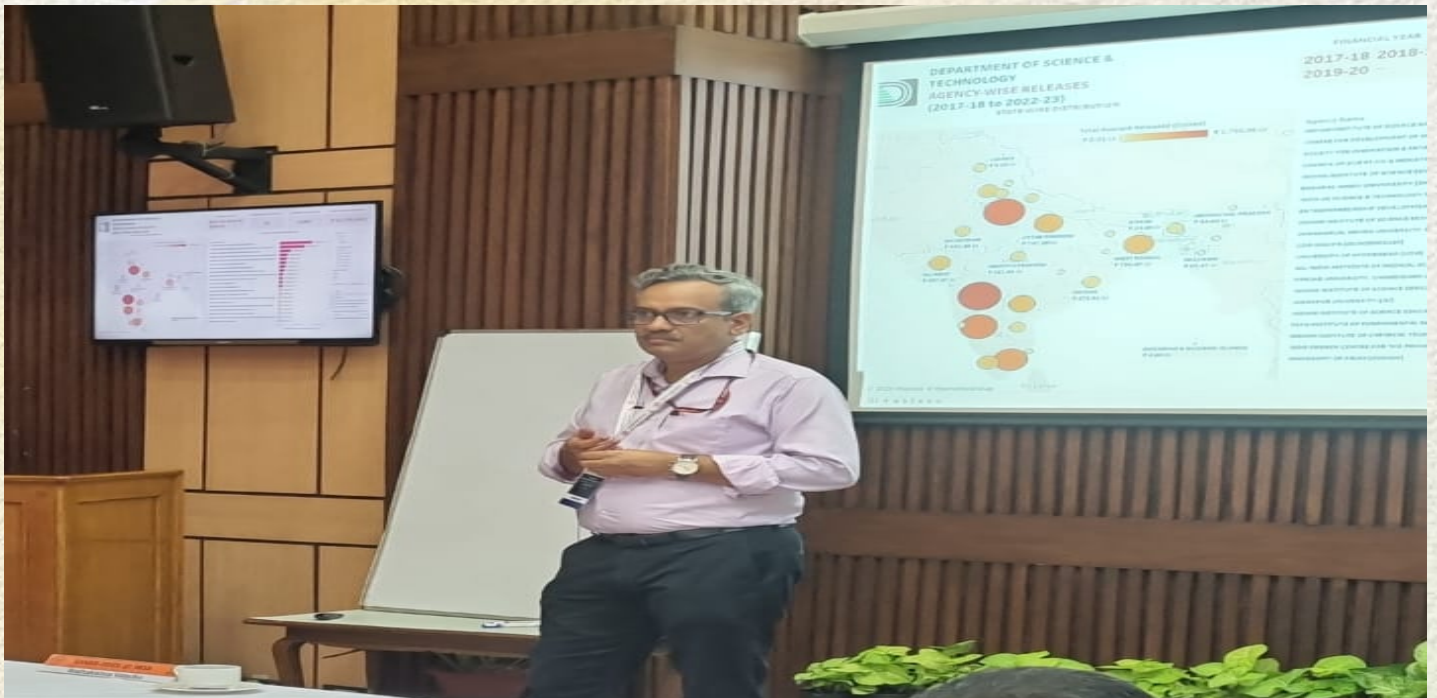


Figure-16: Shri Jha during his talk

Session-3:

Prof. Avinash Kumar Agarwal, IIT Kanpur, has delivered his talk on “Industry Academia Interaction: Road to National Growth”.



Figure-17: Prof. Agarwal during his talk

Session-4:

Dr. Satheesh Reddy, SA to RM, Former Secretary, DD (R&D), & Chairman, DRDO has delivered his talk on “R&D Leadership: Next Generation”.



Figure-18: Dr Reddy during his talk

Day-4:

Session- 1:

Ms. Aparna Bhat, Senior Lawyer, Supreme Court talked on “Gender Discrimination/Sexual Harassment Issues”.



Figure-19: Ms. Bhat during her talk

Session-2:

Dr. L.R. Agarwal Former VC Maharishi University, Lucknow, addressed participants with a talk on “constitutional safeguards & protective measures: harassment of women at workplace”.



Figure-20: Prof. Agarwal during his talk

Session-3:

Dr. V K Saraswat, Member (Science and Technology) at NITI Aayog, delivered his talk and addressed the participants.



Figure-21: Dr. Saraswat during his talk

Session-4:

Dr. Nalin Shinghal, CMD, BHEL Spoke on "Never Waste a Crisis".



Figure-22: Dr. Shinghal during his talk

Day-5:

Session-1:

Mr. Apurv Mishra, Consultant, Economic Advisory Council to PM, explored the topic and delivered talk on "R&D in Indian S&T - An outsider's perspective".



Figure-23: Mr. Mishra during his talk

Session-2:

Shri Rakesh Asthana, IPS (Retd.) talked about “Anti-corruption strategies”.



Figure-24: Shri Asthana during his talk

Session-3:

Shri Vishvajit Sahay, Additional Secretary & Finance Adviser, DST talked about “Financial rules & creation of posts”.



Figure-25: Shri Sahay during his talk

Session-4:

Shri R Subrahmanyam, IAS (Retd.) & Former Education Secretary, Govt. of India, delivered his talk on "*Handling dissent in the institutions*".



Figure-26: Shri Subrahmanyam during his talk

Session-5:

Dr. S K Varshney, Scientist G & Head (International Division), DST, delivered his talk on "*International scientific cooperation*".

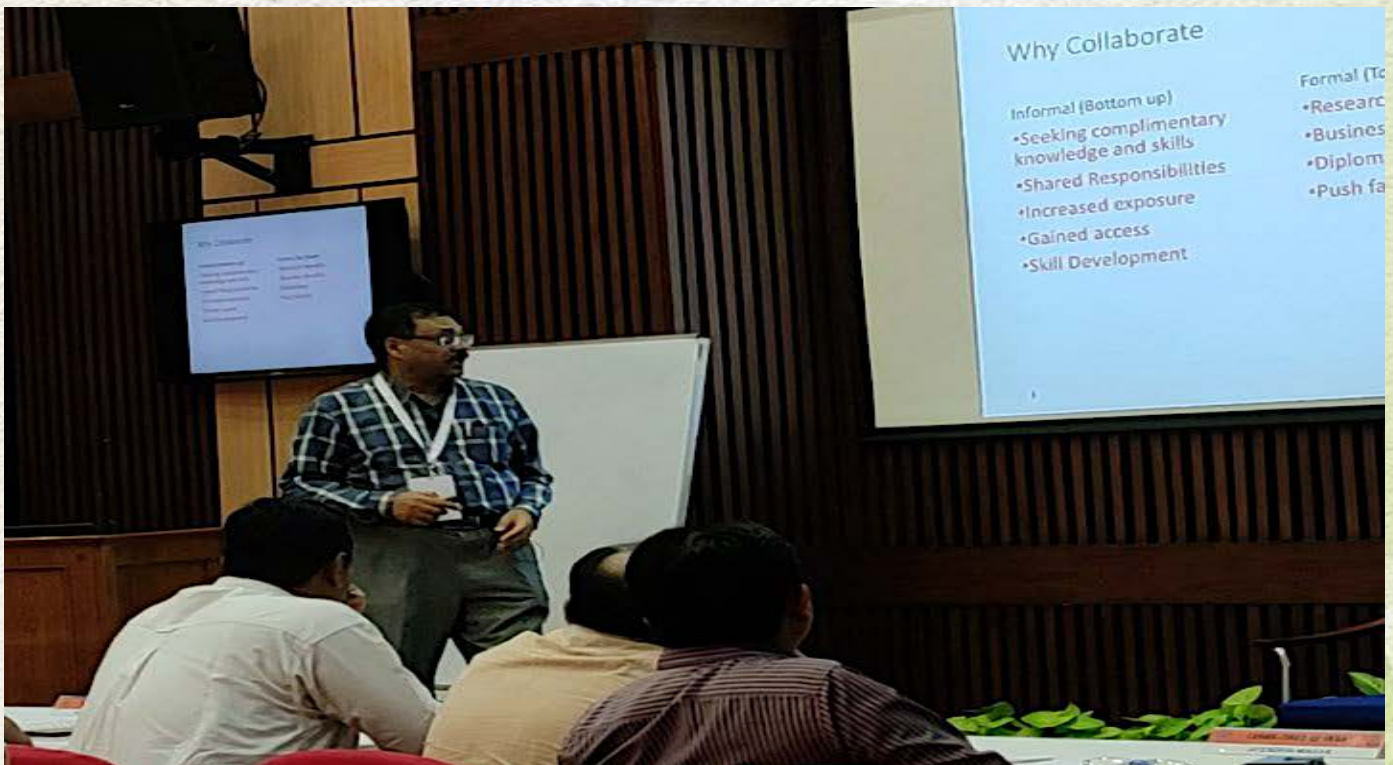


Figure-27: Dr. Varshney during his talk

Session-6:

Understanding the ethos of freedom struggle through contemporary gramophone recordings presented by Ms Rashmita Jha, Commissioner Income Tax, Patna and Shri Akhilesh Jha, CCA, Ministry of Rural Development.



Figure-28: Mr & Mrs Jha during the demonstration

Day-6:

Session-1:

Shri Oommen C Kurian, Senior Fellow, Observer Research Foundation, delivered his talk on "Communication & media".



Figure-29: Shri Kurian during his talk

Session-2:

Shri R Balasubramaniam, Member (HR), Capacity Building Commission, delivered his talk on “Capacity Building & human resource management”.



Figure-30: Shri Balasubramaniam during his talk

Session-3:

Shri Sunil Kumar, IFS, Joint Secretary & CVO, DST, Govt. of India, delivered his talk on “Vigilance administration”.



Figure-31: Shri Kumar during his talk

Session-4:

Prof. C P Shrimali, Former Director, MDI Gurgaon, delivered his talk on “Emerging challenges in managing an institution and pursuit of excellence”.



Figure-32: Prof. Shrimali during his talk

Session-5:

Prof. Shekhar Mande, Former Secretary, DSIR & DG, CSIR delivered his talk on “Building Science Leadership”.



Figure-33: Prof. Mande during his talk

Session-6:

Dr. Akhilesh Gupta, Scientist H, DST & Secretary, SERB, Govt. of India delivered his talk on "Transforming Indian Research Ecosystem: Expectations from NRF".



Figure-34: Dr. Gupta during his talk

Session-7:

Dr. Ajay Kumar, IAS (Retd.) & Former Union Defence Secretary, delivered his talk on "Leading with the tech in the next decade".



Figure-35: Dr. Kumar during his talk

Day-7

Session-1:

In his presentation, Professor Rajendra Dhaka, Chairperson of INYAS, elucidated the participants about INYAS activities and other relevant matters.



Figure-36: Prof. Dhaka during the interaction

Session-2:

Prof. Unnat Pandit, Controller General of Patents, Designs & Trade, delivered his talk on “Legal framework & patent policy framework”.



Figure-37: Prof. Pandit during his talk

Session-3:

Shri Pallab Bagla, Senior Science Journalist, delivered his talk on “Clever Ways of Communicating Science”.



Figure-38: Shri Pallab Bagla during his talk

Session-4:

Prof. Niraj Kumar, NLU Delhi, delivered his talk on “A tool for removing systematic inefficiency”.



Figure-39: Prof. Kumar during his talk

Valedictory session:

The valedictory session was graced by the presence of the distinguished Shri Bharat Lal, Secretary General, National Human Rights Commission (NHRC), New Delhi as chief guest, Shri Lal an eminent figure delivered an inspiring speech filled with wisdom and insights. He shared valuable experiences from his illustrious career, emphasizing the importance of leadership, innovation, and ethical practices in the realm of science and technology.

The participants, having benefited from the comprehensive training and guidance provided throughout the programme, expressed their gratitude to Shri Lal and the organizers for their efforts in nurturing and empowering the future leaders in the field of science and technology.

The valedictory session concluded on a note of hope and enthusiasm, with the promise of these emerging leaders contributing significantly to the advancement of scientific knowledge and societal welfare.



Figure-40: Shri Lal during the valedictory session

Upon the conclusion of the program, certificates were distributed to all the participants as a token of acknowledgment and recognition for their active engagement and valuable contributions.



Figure-41: Certificates distribution



Figure-42: Organizing team

4. LEADS-2023: Highlights

▪ Rigorous Selection Process

▪ One-week (7 days) fully residential programme

▪ Eminent Speakers:

- Distinguished speakers from diverse backgrounds
- Interact with participants on a variety of topics

▪ Broad Range of Topics Covered:

- Institution building and statutory functions
- Governance and research excellence
- Gender and diversity issues
- Scientometrics and recruitment of scientific staff
- Industry-laboratory collaboration
- Financial management and resource generation
- Administration, taxation, and more

▪ Attractive Sessions:

- Engaging discussions and Q&A with speakers
- Opportunities for participants to share experiences

▪ Practical Learning:

- Focus on real-world challenges and solutions
- Applicable knowledge for effective scientific management

▪ Networking and Collaboration:

- Participants connect with fellow professionals
- Potential for future collaborations and partnerships

▪ Enhanced Leadership Skills:

- Development of interpersonal relations
- Building strong leadership qualities

▪ National Impact:

- Aligning scientific endeavors with national needs
- Contributing to the growth and progress of the country

▪ Comprehensive Program:

- Covers all aspects of scientific management
- Equips participants with essential skills and knowledge

5. Conclusion and way forward



The INSA-NCGG Leadership Development Programme in Science & Technology (LEADS)-2023 was a resounding success, accomplishing its objectives of nurturing future leaders in the scientific community.

The comprehensive topics, top-notch faculty, and commitment to fostering interdisciplinary collaboration have made the LEADS programme an invaluable asset in India's scientific landscape.

The dedication of INSA and NCGG to empower scientists with leadership skills is commendable, and the impact of LEADS-2023 is expected to reverberate positively in the scientific community for years to come.

The LEADS programme, being the first-of-its-kind leadership initiative in the field of Science and Technology, has garnered overwhelming responses. Encouraged by the positive feedback, INSA is planning to organize such programmes frequently in the near future.

6. Participants Feedback

A few selected responses are mentioned below:

Q- What were your major learnings from the LEADS-2023?

- Initiatives towards realizing Amrit Kal and our expected role in achieving the same
- Evidence informed mission that is in place for realizing Amrit Kal and change that is happening across government functionaries/processes in real
- Thoughts on building solutions through multidisciplinary (socio-technological) collaboration
- Essential skillsets and qualities needed for a futuristic leader
- Need for alignment of just not me but all in my team towards the goal of the institute
- Requirement of passion, commitment, courage, empathy and zeal in addition to the domain competency
- NRF and many more as each and every lecture had one or two important learnings that helped me take a step back and look at the broader picture
- On a short term, the training has been quite influential and I can feel the difference in my thoughts, which on a long term, I am hopeful will make a difference in my current activities as well as future higher responsibilities

Q- Ideas/suggestions you would like to share for organising such programmes in a better way:

- All speakers are excellent
- As more lecture in 1week period, I could not focus efficiently for all lectures
- Few questions and humble submissions were there for few speakers, it will be highly appreciated if INSA could help to pass those messages in a suitable way later, as speakers may forget after talks
- Please include real life situation like problem solving in the sessions
- Inclusion of representative speakers from industry and startups; other ministries with R&D such as Health, Pharmaceuticals, MoEF & Climate Change, Agriculture etc. would increase the overall value of the course

- Sessions on stress management, work-life balance would be of great help
- To start with, I personally do not think there could have been a better programme as comprehensive as this. I consider this an honour and wish to express my sincere gratitude to the organizers as well as my institute. Programme provided a life time opportunity to connect with experts as well as eminent scientists from various departments across India. Nevertheless, a few points that might be helpful as you think of modifications:
 - Inclusion of women scientists/directors/ in top leadership positions in the programme as well as important events (on the dais) would offer value and provide a different perspective
 - Group exercises for understanding the topic in-depth and for building relationships in the process
 - Minimizing duplications
 - Do away with Google forms for submission due to security reasons. Website can be created
 - Where the areas of improvement in our labs like contract management, timeline management etc
 - All participating personal can be accommodated in a single place



7. About INSA & NCGG

INSA:

At the behest of the Government of India, the Indian National Science Academy (INSA) was established to foster excellence in science. Its mandate is to promote science in India, identify and nurture scientific talent, and leverage scientific knowledge for the betterment of humanity and the country's welfare. For more than eight decades, INSA has served as an enabler, a think tank, and a mentor for Indian science, prioritizing service to society. INSA Leverages the collective knowledge resources of its 1,000+ fellows who specialize in various branches of science, including physical, chemical, biological, agricultural, medical, and inter-disciplinary sciences, and the history of science.

The academy organizes seminars, conferences, workshops, training programmes, and lectures that address issues of national and societal significance, leveraging the scientific expertise of its Fellows. Through its Inter-academy activities, INSA conducts refresher courses and training programmes for teachers and has released several reports, policy papers, books, and journals.

NCGG:

The National Centre for Good Governance (NCGG) was set up in 2014 by the Government of India as an apex-level autonomous institution under the auspices of the Ministry of Personnel, Public Grievances and Pensions. The Centre traces its origin to the National Institute of Administrative Research (NIAR), which was set up in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA), the Government of India's topmost training institute for civil services. NIAR was subsequently rechristened and subsumed into NCGG. It deals with a gamut of governance issues from local, state to national levels, across all sectors. The Centre is mandated to work in the areas of governance, policy reforms, capacity building and training of civil servants and technocrats of India and other developing countries.

It also works as a think tank. NCGG has its head office in New Delhi and a campus in Mussoorie.

8. Appendixes

Participants List

S.No	Full Name & Designation	Affiliation
1	Prof Vivek Polshettiwar Professor	Tata Institute of Fundamental Research (TIFR), MUMBAI
2	Dr Mukesh Jewariya Senior Scientist	CSIR-National Physical Laboratory-New Delhi
3	Dr Poonam Arora Senior Principal Scientist & Professor	CSIR - National Physical Laboratory
4	Dr Premshankar Kedarnath Dubey Senior Principal Scientist	CSIR- National Physical Laboratory
5	Dr Chandana Sairam Scientist 'G'	Defence Electronics Research Laboratory (DLRL), Hyderabad
6	Dr Dhraj Vyas Senior Principal Scientist and Head	CSIR-Indian Institute of Integrative Medicine
7	Dr Ramakrishnan Parthasarathi Principal Scientist	CSIR-Indian Institute of Toxicology Research
8	Dr Ipsita Roy Professor and Head of Department	NIPER S.A.S. Nagar
9	Dr Anjali Sharma Senior Principal Scientist	CSIR-NPL
10	Dr Jayasri Das Sarma Professor	Indian Institute of Science Education And Research Kolkata
11	Dr Ruchika Gupta Scientist D	ICMR-National Institute of Cancer Prevention and Research
12	Dr Pallavi Kushwaha Senior Scientist	CSIR-National Physical Laboratory
13	Dr Alka Rao Principal Scientist	CSIR- Institute Of Microbial Technology (CSIR-IMTECH)
14	Dr Ruchi Singh Scientist 'F'	Indian Council of Medical Research- National Institute of Pathology, New Delhi
15	Dr Jitender Madan Associate Professor	National Institute of Pharmaceutical Education and Research Hyderabad
16	Dr Pradyumna Kumar Mishra Scientist-F & Head	ICMR-National Institute for Research in Environmental Health, Bhopal

17	Dr Saritha Nair Scientist E	ICMR_National Institute of Medical Statistics, New Delhi
18	Dr Harsha Hegde Scientist-E	ICMR- National Institute of Traditional Medicine, Belagavi
19	Dr Pallab Bhattacharya Associate Professor and Dean	National Institute of Pharmaceutical Education and Research (NIPER),Ahmedabad
20	Dr Umesh Kumar Tiwari Senior Principal Scientist	CSIR-Central Scientific Instruments Organisation
21	Prof Deepankar Choudhury Professor (HAG) and Head	IIT Bombay
22	Dr Subramanian Natesan Professor & Registrar in-charge	National institute of Pharmaceutical Education and Research Kolkata
23	Dr Sharada Prasanna Swain Associate Professor	National Institute of Pharmaceutical Education and Research (NIPER)-Kolkata
24	Dr Vipin Kumar Parihar Associate Professor and Dean	National Institute of Pharmaceutical Education and Research, Hajipur - 844101
25	Dr S R Marigoudar Scientist-E	National Centre for Coastal Research (NCCR), MoES, GOI
26	Dr Shamik Sen Professor	IIT Bombay
27	Dr Naveen Kumar Navani Professor	Indian Institute of Technology Roorkee, Roorkee
28	Prof Vimal Chandra Srivastava Dean, International Relations	Indian Institute of Technology Roorkee
29	Dr Ajay S Desai Assistant Professor	College of Fisheries, Dr Balasaheb Sawant Konkan Agriculture University, Dapoli, Maharashtra
30	Dr Rajkumar M Professor	National Institute of Pharmaceutical Education and Research, Hajipur
31	Dr Akshay Dvivedi Professor, Dean Sponsored Research & Industrial Consultancy	Indian Institute of Technology Roorkee
32	Dr Kana M Sureshan Professor	IISER Thiruvananthapuram
33	Dr Amit Agrawal Professor (HAG) & Institute Chair Professor	Indian Institute of Technology (IIT) Bombay
34	Dr Rishi Kumar Sharma Addl. Chief Engineer	Nuclear Power Corporation Of India Limited, Department Of Atomic Energy (DAE)
35	Dr Rajiv Ranjan Scientific Officer-H Additional Chief Engineer	Nuclear Power Corporation of India Limited
36	Dr Vijay Chaudhry Additional Chief Engineer SO 'G'	NPCIL, Department of Atomic Energy, Mumbai
37	Dr Manish Tiwari Scientist-F	National Centre for Polar and Ocean Research

38	Dr Mahesh Hariharan Professor and Registrar	IISER Thiruvananthapuram
39	Dr Shiv Govind Singh Professor and Head	IIT Hyderabad
40	Dr Abhishek Chakraborty Scientist/ Engineer- SG and Head	National Remote Sensing Centre, ISRO
41	Dr Chandra Shekhar Sharma Professor, Dean (Sponsored Research & Consultancy)	Indian Institute Of Technology Hyderabad
42	Dr Radhakrishna Vatedka Scientist/Engineer-SG	U R Rao Satellite Centre, ISRO, Bengaluru
43	Dr Suresh Babu S Scientist/Engineer-SG	ISRO, Bengaluru
44	Dr Subramani K Scientist/Engineer-SG	ISRO, Bengaluru

Speakers List

S.No	Name & Designation	Affiliation
1	Prof. Ashutosh Sharma President	Indian National Science Academy New Delhi
2	Amb (Retd.) Deepak Vohra IFS (Retd.)	Gol New Delhi
3	Shri Setu Ramlingam Master Faculty	ISTM New Delhi
4	Dr. Shiv Sarin Chancellor	ILBS New Delhi
5	Dr. Dinesh Dasa Former Chairman	Gujarat Public Service Commission Gujarat
6	Ms. Bharti Das Former CGA	Ministry of Expenditure New Delhi
7	Prof. R K Kakani Director,	Director, IIM Raipur
8	Prof. Vinod Singh Professor	IIT Kanpur Kanpur
9	Prof. Neera Jain	Management Development Institute Gurugram
10	Dr. Chintan Vaishnav Director Atal Innovation Mission	NITI Aayog New Delhi
11	Dr. Yashu Sharma ICAS, CCA	Gol New Delhi
12	Shri Akhilesh Jha CCA	Ministry of Rural Development New Delhi
13	Prof. Avinash Kumar Agarwal Professor	IIT Kanpur Kanpur
14	Ms. Aparna Bhat Senior Lawyer	Supreme Court New Delhi
15	Dr. Satheesh Reddy Secretary, DD (R&D) & Chairman	DRDO SA to (RM Former) New Delhi
16	Dr. L R Agarwal Former VC	Maharishi University of Lucknow Lucknow
17	Dr. V K Saraswat, Member (S&T)	NITI Aayog New Delhi
18	Dr. Nalin Shinghal	CMD BHEL New Delhi

19	Mr. Apurv Mishra Member Economic Advisory Council to PM	NITI Aayog New Delhi
20	Shri Rakesh Asthana, IPS Former Spl Director, CBI; DG, BSF and Commissioner	Delhi Police New Delhi
21	Shri Vishvajit Sahay Additional Secretary & Financial Adviser	DST New Delhi
22	Shri R Subrahmanyam IAS (Retd.) Former Education Secretary	Govt of India New Delhi
23	Dr. SK Varshney Sc-G & Head International Division	DST New Delhi
24	Ms. Rashmita Jha Commissioner	Income Tax Department Patna
25	Shri Oomne Kurien Senior Fellow	Observer Research Foundation New Delhi
26	Shri R. Balasubramaniam Member (HR)	Capacity Building Commission
27	Shri Sunil Kumar IFS, JS and CVO	DST New Delhi
28	Prof. CP Shrimali Former Director	MDI Gurgaon
29	Prof. Shekhar Mande Former Secretary	DSIR and DG, CSIR New Delhi
30	Dr. Akhilesh Gupta Sc-H, DST, and Secretary	DST & SERB New Delhi
31	Dr. Ajay Kumar, IAS (Retd.) Former Union Defence Secretary	Defence Secretary New Delhi
32	Prof. Unnat Pandit Controller General of Patents, Designs & Trade Markes	Office of Controller General of Patents, Designs & Trade Markes Mumbai
33	Shri Pallab Bagla Senior Science Journalist	New Delhi
34	Prof. Niraj Kumar Professor	National Law University DELHI
35	Dr. Rajendra Dhaka Professor	IIT Delhi New Delhi
36	Prof. Nitin Seth Director	Indo-French Centre for the Promotion of Advanced Research (IFCPAR/CEFIPRA) New Delhi

